The National Nuclear Security Administration

Human Capital Management Strategic Plan

Draft September 1, 2006

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Executive Summary

In 2000, the National Nuclear Security Administration (NNSA) was established as "a separately organized agency" within the Department of Energy (DOE) by Title 32 of the National Defense Authorization Act for fiscal year 2000 (the *NNSA Act*). We manage highly visible U.S. security programs, enhance U.S. national security interests through the research, development, testing, production, assembly, disassembly, and maintenance of the U.S. nuclear weapons stockpile, promote international nuclear non-proliferation and safety, reduce global danger from weapons of mass destruction, provide the U.S. Navy with safe and effective nuclear propulsion, and oversee national laboratories and other production facilities to maintain U.S. leadership in science and technology. NNSA was chartered as a distinct organization within the DOE to impose a better management focus on the Department's principal national security missions and programs.

The NNSA Human Capital Management Strategic Plan (HCMSP) describes our vision, mission, goals, strategic initiatives, and output measures. Our approach to Human Capital Management is to develop and implement an integrated planning process that enumerates NNSA's human capital strategic initiatives that will provide a management framework better enabling us to work seamlessly across the enterprise to fulfill both NNSA's and the Department's mission and goals. The strategic initiatives outlined in this Plan support the President's Management Agenda (PMA) and the Office of Personnel Management's (OPM) Human Capital Strategic Framework and Standards for Success.

We continue to evaluate our business and organization and recently realigned the field management structure to allow the Office of Defense Programs to undertake critical planning and development work associated with fulfilling the Department's emerging Complex 2030 vision. By 2030, NNSA will employ a smaller, safer and more secure nuclear weapons stockpile that has assured reliability over the long term, and is backed by the industrial and design capabilities needed to respond to changing technical, geopolitical or military needs.

Looking to the future, our path forward is to attract and retain the appropriate talent to ensure we are a premier nuclear security enterprise. We believe our employees are our biggest assets and that without mission-critical skills sets; we will not be able to meet and sustain our mission and goals.

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Section 1: Human Capital Management at NNSA

Introduction

A major Human Capital Management challenge to NNSA is our "Complex 2030" plan; NNSA's future path is to establish a smaller, more efficient Nuclear Weapons Complex that is able to respond to changing national and global security challenges.

This Plan will achieve the President's vision of the smallest stockpile consistent with our national security needs. In 2004, President Bush directed that the size of the nuclear weapons stockpile be reduced by nearly 50 percent by 2012.

The Complex 2030 framework includes consolidating nuclear materials and eliminating duplicative capabilities in and around the Nuclear Weapons Complex. The size of the weapons complex has decreased by more than 40 percent since the end of the Cold War and the future plans will allow NNSA to even further reduce the "footprint, " or total square footage, set aside for weapons work at eight sites around the country.

This consolidation leads to having pockets throughout NNSA of many employees without the right skills for our immediate and emerging work requirements. To put it another way, we don't have enough employees with the right skills sets. Our priority is to:
- Better match employees to skill requirements,
- Develop an agile mobile workforce,
- Develop a pipeline to bring in talent to lower the average age of the Federal workforce, and
- Leverage diversity to minimize barriers in developing and maintaining an effective workforce.

Human Capital Management Vision

NNSA aims to be the "employer of first choice" in a highly competitive marketplace and to hire, retain, and develop the right talent at the right time in the right place.

NNSA strives to be the "employer of first choice" in a highly competitive marketplace...Ray Greenberg, Director, Office of Human Resources and Workforce Management

Section 1: Human Capital Management at NNSA

Human Capital Management Mission

The Office of Human Resources works as a strategic partner with Headquarters (HQ), Site Offices, and Service Center management to ensure that NNSA's Human Capital Management policies, plans, programs, and practices facilitate the effective management of the NNSA workforce of today and the future.

The Talent We Need

The talent we need is a diverse and dynamic blend of experience and youth; a mixture of top-performing program experts, rounded out by talented newcomers with unbounded potential and eagerness who are dedicated to public service and the stewardship of the Nation's most important national security programs. As Administrator Linton Brooks recently said, "Simply stated, NNSA's challenge is to attract highly skilled individuals who have an interest in keeping National security strong through sometimes unusual jobs. Our nation's security depends on it."

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How We Will Get This Talent

We will make NNSA an "employer of first choice" by: 1) continuing to improve recruiting and employment practices to attract the talent necessary to redress skills imbalances and to revitalize the aging Federal Workforce (improving not only timelines of hiring, but the quality of those who are hired); 2) ensuring compensation and recognition systems are in place to attract and retain top talent; 3) developing and training the workforce to meet current and future needs; 4) ensuring that managers and supervisors are equipped to lead NNSA to the "employer of first choice" reality; and 5) promoting and supporting a diverse workforce and cultural environment.

Human Capital Management Roles and Accountable Officials

By statute (NNSA Act) and Secretary of Energy delegation, the Administrator is vested with inherent Human Resources (HR) authorities and is chiefly responsible for Human Capital Management in NNSA. It is the Administrator's pre-eminent management strategy to create, nurture, and sustain a well-managed, inclusive, productive, cost-effective, and accountable workforce. To that end, he has tasked his senior program managers and HR officials to develop, institute, and carry out a vibrant, comprehensive, and responsive Human Capital Management Program, founded on management principles, organizational

designs, and HR policies that instill effective management, that promote fair and proper personnel decisions, and that foster good government.

Program Managers and Line Supervisors are the key management agents in carrying out the Administrator's HR authorities and in fulfilling his strategic Human Capital goals and requirements. Through their inherent management responsibilities to assign work, to establish positions, to make personnel selections, and to appraise employee performance, NNSA's managers and supervisors are the linchpins to successful achievement of the Administrator's and the Secretary's fundamental Human Capital strategies and management goals.

The Associate Administrator for Management and Administration, the Director of Human Resources, and the Manager of the Human Resources Department in the Service Center, are the chief advisors on Human Capital Management programs, requirements, and initiatives in NNSA. They directly advise the Administrator and the other senior Administration officials, and Program Managers. The Administrator looks to these HR officials to formulate Human Capital principles and objectives, and to develop HR polices and program initiatives, that further the attainment of NNSA's fundamental Human Capital strategies and management goals.

The Office of Human Resources at Headquarters and the Human Resources Department in the Service Center are the principal agents of everyday HR advice and efficient personnel operations in NNSA. The Administrator has delegated to these HR professionals the power to make Federal appointments and to serve as the agency's key agents in advising and assisting managers and supervisors in executing personnel decisions, in informing employees of their civil service entitlements and benefits, and in efficiently carrying out Human Capital Management programs in NNSA.

Section 2: Strategic Alignment

Strategic Guidance and Alignment

This Plan implements fully the PMA initiatives related to expanded electronic government, budget and performance integration, and strategic management of human capital. It also supports the OPM's Human Capital Accountability Framework and Standards for Success and the PMA's call for agencies to utilize "…strategic workforce planning and flexible tools to recruit, retain, and reward employees and develop a high performing workforce…" Human capital goals and strategic initiatives are linked to the vision, mission, goals, and values outlined in the NNSA Strategic Plan.

Human Capital Management Framework

The NNSA Human Capital Management Framework used to develop strategic initiatives outlined in this document and program specific Human Capital Management Plans are described below and depicted in *Figure 2-1: Human Capital Management Framework.*

Recruit: Once the functional requirements of the workforce are determined there are many different ways to find the right person for the job: 1) staffing and classification; 2) benefits and compensation; 3) recruitment and retention strategies (i.e. recruiting, relocation bonuses, retention allowances - 3 Rs and Loan Repayment Program); 4) Competitive Service Merit Promotion; 5) Excepted Service Authority; 6) Intern, Student and Upward Mobility Programs; and 7) NNSA Executive Resources Board.

Retain: Equally as important as recruiting the right people is retaining them. Retention initiatives may involve the following: 1) the NNSA Performance Management and Recognition Program; 2) benefits and compensation; 3) recruitment and retention strategies (i.e. 3 Rs and Loan Repayment Program); 4) work/life programs; 5) Flexi place; 6) alternate work schedules; 7) succession planning (i.e. organizational and individual skills assessments); and 8) career paths, rotational and detail assignments.

Develop: Part of retention is developing employees and can involve the following 1) the NNSA Performance Management and Recognition Program; 2) career planning/mapping tools; 3) training and certification programs; 4) employee mentoring, learning and career development/career paths; 5) NNSA-Specific learning and career developmental programs; 6) Individual Development Plans (IDPs), learning achievement recognition.

Transition: Workforce transition starts with identifying the impacts and continues with various support and assistance such as: 1) retirement counseling; 2) buyout/early out incentives; 3) change in duty station benefits and incentives; 4) Career Transition and Assistance Plan including retraining; and 5) separation – exit interview.

Evaluation and Assessment: 1) evaluate and assess progress based on performance measures, revise and update as changes occur; and 2) assess the effectiveness of the plan.

HUMAN CAPITAL FRAMEWORK

PMA – NNSA Strategic Plan - NNSA Workforce Analysis and Planning – The Future Workforce

Recruit — **Retain** — **Develop** — **Transition**

Recruit
- Staffing and Classification
- Benefits & Compensation
- Recruitment and Retention Strategies 3R's and Student Loan Repayment Program
- Competitive Service Merit Promotion
- Excepted Service Authority
- Intern, Student and Upward Mobility Programs
- NNSA Executive Resources Board

Retain
- NNSA Performance Management and Recognition Program
- Work/Life Programs
- Flexiplace
- Alternate Work
- Succession Planning (org/individual skills assessments)
- Rotational and Detail Assignments

Develop
- Career Planning/Mapping Tools
- Training & Certification Programs (TQP, FLP, etc.)
- Employee Learning & Career Developmental Programs (DOE, OPM, USDA, etc.)
- NNSA-Specific Learning & Career Developmental Programs (Mentoring, MLDP, SDTP, etc.)
- IDP's. Continued Service Agreements, Learning Achievement Recognition

Transition
- Retirement Counseling
- Buyout/Early Out Incentives
- Change in Duty Station Benefits and Incentives
- Career Transition and Assistance Plan (includes retraining)
- Separation – Exit Interview

EVALUATION AND ASSESSMENT

Figure 2-1: Human Capital Management Framework

NNSA provides guidance to programs such as the Office of Defense Nuclear Security (NA-70) who embark on developing workforce plans that support and are aligned with this overarching NNSA Human Capital Management Plan.

Workforce Planning Process

NNSA defines workforce planning as a systematic process for identifying the talent needs required to meet agency goals and for developing strategies to meet those needs. This process is the basis our Human Capital Management efforts and responds to the General Accounting Office's (GAO) Report 04-545, June 2004 which states that NNSA should "complete and implement data-driven workforce planning for the longer term that 1) determines the critical skills and competencies that will be needed…2) develop strategies tailored to address skill gaps…and 3) monitors and evaluates progress…"

The phases and steps associated with the Process are described and depicted in *Figure 2-2: Workforce Planning Process* below:

Phase I: Strategic Assessment: 1) Determine functional requirements of the workforce through the agency's strategic planning and budgeting process; and 2) identify strategic goals and objectives that support the vision and mission of NNSA and link to the Department's mission and goals.

Phase II: Data Collection and Validation: 1) Define data elements required; 2) identify sources of data; 3) collect workload and workforce data via interviews, focus groups, and survey instruments; and 4) create workforce profile (supply) and validate.

Phase III: Conduct Analysis: 1) Enter data into workforce planner model and calculate workforce demand; 2) establish future workforce needs based on strategic goals and demographics and economic forecasts (demand); 3) analyze gaps between current capabilities and future competency needs; 4) compare demographics and requirements to similar organizations; and 5) analyze data by series, organization, and other variables.

Phase IV: Develop Workforce Planning Strategies: Develop strategies, associated initiatives, and performance measures to reduce skill set (competency) short falls and surpluses.

Phase V: Implementation: Implement strategies and action plans.

STRATEGIC ASSESSMENT → DATA COLLECTION & VALIDATION → CONDUCT ANALYSIS → DEVELOP WORKFORCE STRATEGIES → IMPLEMENT

Figure 2-2: Workforce Planning Process

Section 3: Workforce Analysis

NNSA At-A-Glance

The Workforce Analysis section of this document presents stand-up, current, and future workforce trend data. The data provided in this section was compiled with the help of a variety of source documents and Information Technology (IT) applications such as DOEINFO and Corporate Human Resource Information System (CHRIS).

Workforce Demographic Highlights:			
Federal Civilian Workforce vs. NNSA			
	Fed	**NNSA 2005**	**NNSA 2006**
Full Time	93.6%	100.0%	100.0%
% in DC Area	12.3%	25.5%	27.0%
Diversity			
Women	45.0%	33.0%	32.7%
Native American	2.0%	1.8%	1.8%
Asian//Pacific Islander	4.4%	3.9%	3.7%
African American	17.7%	7.1%	7.8%
Hispanic	6.7%	17.1%	16.7%
Veteran's Preference (excludes DOD)	19.2%	26.2%	26.9%
Disabled	7.1%	5.5%	5.3%
Targeted Disabilities	1.1%	0.6%	0.6%
Education			
Bachelor's or higher	41.0%	63.7%	63.9%
Grade Levels			
Supervisors/Managers	11.1%	17.0%	17.6%
Average Grade	9.5	14	14
Federal Service			
Average Length of Service	16.8	17.5	17.5
Retirement Eligible			
	27.0%	17.1%	13.8%
Age			
Average Age	46.7	46.6	46.6
Less than 30 years	4.7%	7.0%	7.3%
30-39 years	21.2%	18.3%	17.1%
40-49 years	36.0%	33.9%	32.2%
At least 50 years	38.1%	40.8%	43.4%

Table 3-1: NNSA At-A-Glance

Table 3-1: NNSA At-A-Glance, shows the NNSA workforce demographics compared to the Executive Department of the United States Government. The column marked "FED" contains the data taken from the *THE FACT BOOK,* produced annually by the OPM. The information contained in the column marked NNSA was compiled from data obtained from the Departments personnel database, DOEINFO on August 22, 2006.

There has been changes that have occurred during FY 2006 include:

- Increases in the number of personnel that are:
  o Assigned to the DC area,
  o African-American,
  o Veterans,
  o Holders of College Degrees,
  o Designated supervisors, and
  o Under 30 years of age and over 40 years of age

- Decreases in the number of personnel that are:
  o Females,
  o Asian or Hispanic,
  o Reporting a disability, and
  o In the ages between 30 and 49

Size

During FY 2006, NNSA has increased the employee level to 2463. *Table 3-2: NNSA During FY 2006*, shows the changes that have occurred the last three fiscal years.

	FY 2004 EOY On-Board	FY 2005 EOY On-Board	FY 2006 EOY On-Board
Office of the Administrator NA-1/NA-4	47	61	66
Defense Programs NA-10	177	168	164
Nuclear Nonproliferation NA-20	229	235	231
Emergency Operations NA-40	67	68	73
Facilities and Operations NA-50	22	23	27
Management and Administration NA-60	90	93	96
Defense Nuclear Security NA-70	12	22	27
NNSA Headquarters	**644**	**670**	**684**
Future Leader Program (Interns)*	**0**	**29**	**59**
Y-12 Site Office	75	81	82
Pantex Site Office	80	85	86
Sandia Site Office	89	89	88
Kansas City Site Office	50	50	45
Los Alamos Site Office	96	109	108
Nevada Site Office	106	101	99
Livermore Site Office	90	94	88
Savannah River Site Office	21	24	23
NNSA Site Offices	**607**	**633**	**619**
NNSA Service Center	**395**	**461**	**441**
Naval Reactors	**180**	**198**	**201**
Office of Secure Transportation (OST)	**446**	**496**	**518**
Total (*not including Future Leaders)	**2272**	**2458**	**2463**

Table 3-2: NNSA Changes During FY 2006

Personnel reductions at Headquarters have occurred in Defense Programs and Nuclear Non-Proliferation while the remaining components have seen increases.

The NNSA Site Offices that have experienced increases in personnel include Y-12 and Pantex. The Kansas City, Nevada, Livermore, Los Alamos, Sandia, and Savannah River site offices have had personnel reductions.

The NNSA Service Center has had personnel reductions while the Naval Reactors group and the Office of Secure Transportation have increased in personnel.

Occupational Group Profiles

The following functions were identified and are common across the enterprise:

- Directors and Program Management
- Administration
- Human Capital Management
- Program and Budget Analysis
- Procurement and Contracting
- Financial and Accounting
- Legal
- Foreign Affairs and Intelligence
- Public Affairs
- Science and Engineering
- Security
- Safety and Health
- Logistics
- Quality Assurance
- Emergency Management
- Information Technology

Chart 3-1: NNSA Functional Areas, shows the distribution of the NNSA workforce across the various functions. The Science and Engineering function contains the largest percentage of personnel. All of the Directors, Site Managers, Department Managers and their Deputies, along with the Program Managers, are included in the Directors and Program Management function. The Logistics function is responsible for property management and transportation and has a large number of couriers. The Administration function is made up of specialist, advisors, and administrative support personnel.
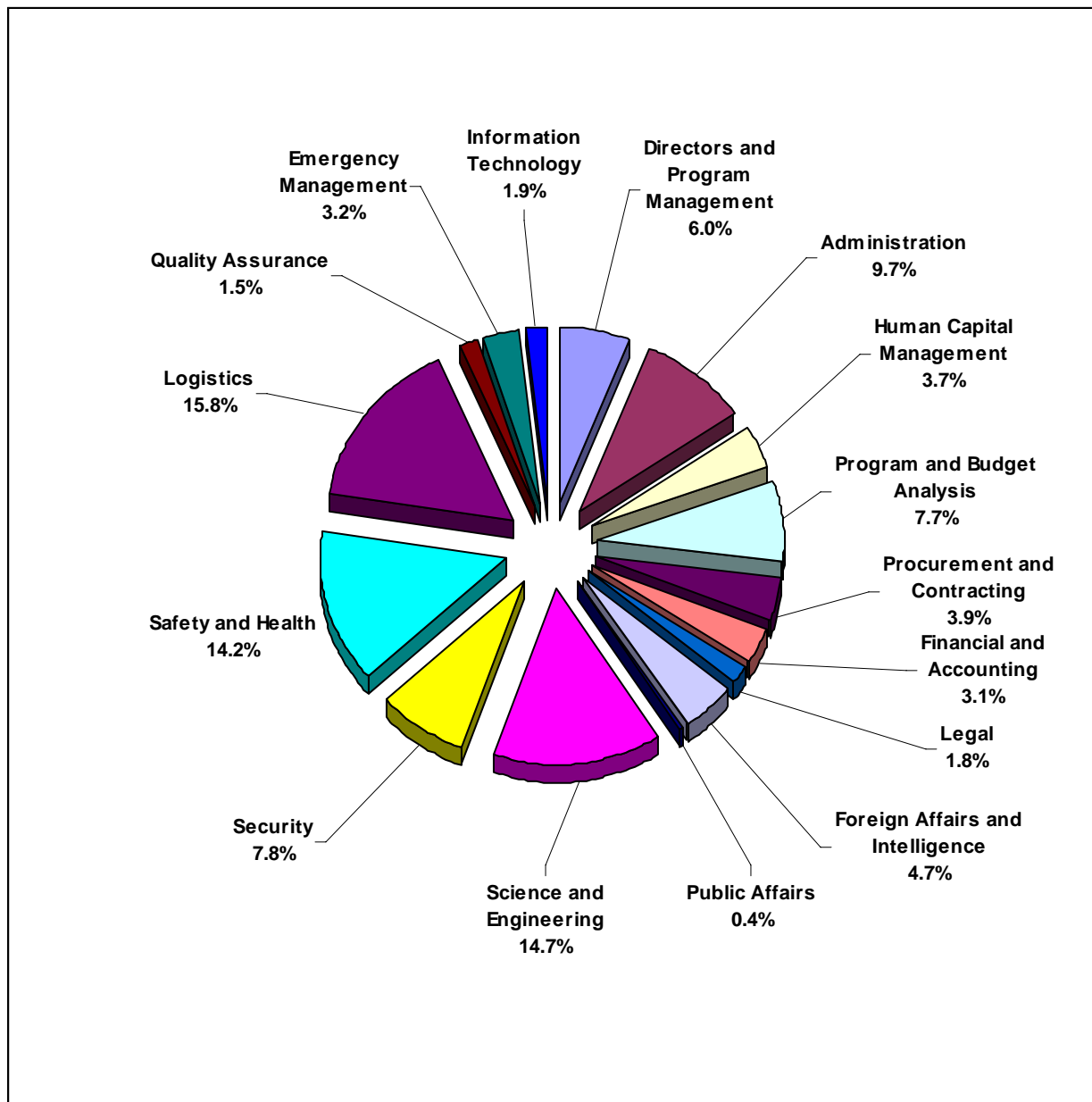
Chart 3-1: NNSA Functional Areas

Functions Performed Across NNSA Groups

Functional Area	End of FY 2005						End of FY 2006					
	NNSA Headquarters	NNSA Site Offices	NNSA Service Center	Naval Reactors	Office of Secure Transportation	Function Total	NNSA Headquarters	NNSA Site Offices	NNSA Service Center	Naval Reactors	Office of Secure Transportation	Function Total
Directors and Program Management	72	29	11	26	9	147	73	29	12	24	10	148
Administration	83	59	66	25	16	249	80	55	62	26	15	238
Human Capital Management	13		50	5	22	90	19		38	5	28	90
Program and Budget Analysis	97	30	37	8	24	196	101	25	33	8	23	190
Procurement and Contracting	11	19	57	7	2	96	13	19	55	7	2	96
Financial and Accounting	1	6	51	20	1	79		5	53	18	1	77
Legal	6	10	22	2		40	7	11	23	3		44
Foreign Affairs and Intelligence	111				4	115	110				5	115
Public Affairs		7	3			10		7	3			10
Science and Engineering	157	135	37	62	11	402	136	109	38	66	13	362
Security	25	74	58	20	8	185	28	76	60	20	8	192
Safety and Health	32	226	40	6	9	313	48	242	38	6	15	349
Logistics	4	2	13	6	354	379	4	2	12	6	365	389
Quality Assurance	2	32	1		1	36	2	34	1		1	38
Emergency Management	40	1	1		31	73	47	1	1		30	79
Information Technology	16	3	14	11	4	48	16	4	12	12	2	46
Group Total	**670**	**633**	**461**	**198**	**496**	**2458**	**684**	**619**	**441**	**201**	**518**	**2463**

Table 3-3: Functions Performed Across NNSA Groups

Table 3-3: Functions Performed Across NNSA Groups, lists the types and numbers of personnel in the functions for each of the NNSA groups. Not all of the functions are performed in all of the activities within the groups. The majority of the personnel are in the Safety and Health, Science and Engineering, Logistics, and Administration functions. Foreign Affairs and Intelligence functions are primarily performed at HQ. The NNSA Site Office's Human Capital Management functions are performed by the NNSA Service Center. The Public Affairs functions are limited to the HQ, Site Offices, and the Service Center.

Although there are some Logistics functions performed by all NNSA Groups, the largest amount is accomplished in the Office of Secure Transportation. Quality Assurance functions are limited to the HQ, Site Offices, Service Center, and the Office of Secure Transportation.

Years of Federal Service by Functional Area

Functional Area	Less Than 10 Years	10-19 Years	20-29 Years	30-39 Years	40-49 Years	Percentage with 20 years or more
Directors and Program Management	26	35	47	38	2	58.78%
Administration	71	63	62	39	3	43.70%
Human Capital Management	14	36	28	11		43.82%
Program and Budget Analysis	25	55	61	49		57.89%
Procurement and Contracting	5	27	47	16	1	66.67%
Financial and Accounting	9	22	33	13		59.74%
Legal	10	12	14	8		50.00%
Foreign Affairs and Intelligence	80	19	12	4		13.91%
Public Affairs		6	2	2		40.00%
Science and Engineering	67	122	133	39	1	47.79%
Security	43	57	61	31		47.92%
Safety and Health	49	140	130	29	1	45.85%
Logistics	200	90	75	23	1	25.45%
Quality Assurance	7	12	12	7		50.00%
Emergency Management	26	18	26	9		44.30%
Information Technology	13	15	13	5		39.13%
Total	**645**	**729**	**756**	**323**	**9**	**44.19%**

Table 3-4: Years of Federal Service by NNSA Functional Area

The average years of service for NNSA personnel is 17.9 years, down from 18.2 years at the end of FY 2005. Six of the functions have over 50 percent of the personnel with more than 20 years of Federal Service: 1) Directors and Program Management, 2) Program and Budget Analysis, 3) Procurement and Contracting, 4) Financial and Accounting, 5) Legal, and 6) Quality Assurance.

Age Clusters by Functional Area

Functional Area	Less Than 30 Years	30-39 Years	40-49 Years	50-59 Years	60-69 Years	70 & UP Years	Average Age	Percentage Older Than 49 Years Old
Directors and Program Management		5	49	71	22	1	52.6	63.51%
Administration	25	24	64	100	23	2	45.0	52.52%
Human Capital Management	3	18	32	30	6		46.7	40.45%
Program and Budget Analysis	4	21	74	73	18		48.6	47.89%
Procurement and Contracting		10	38	39	9		48.9	50.00%
Financial and Accounting	1	7	34	30	5		48.6	45.45%
Legal	2	8	6	18	10		49.1	63.64%
Foreign Affairs and Intelligence	10	52	23	20	9	1	41.8	26.09%
Public Affairs		1	3	6			50.5	60.00%
Science and Engineering	11	43	132	115	59	2	46.8	48.62%
Security	3	22	68	80	18	1	49.0	51.56%
Safety and Health	4	26	146	139	33	1	49.3	49.57%
Logistics	59	180	85	62	3		39.3	16.71%
Quality Assurance	1	5	8	19	5		50.2	63.16%
Emergency Management		5	28	34	12		51.1	58.23%
Information Technology	1	7	18	18	2		46.6	43.48%
Total	**124**	**434**	**808**	**854**	**234**	**8**	**46.6**	**44.52%**

Table 3-5: Age Clusters by NNSA Functional Area

The average NNSA employee is 47.2 years old, which is the same as it was at the end of FY 2005. Eight of the functions have over 50 percent of the personnel that are over 49 years old: 1) Directors and Program Management; 2) Administration, 3) Procurement and Contracting, 4) Legal; 5) Public Affairs; 6) Security; 7) Quality Assurance; and 8) Emergency Management.

Retirement Eligibility Profile

The average NNSA employee will be eligible for voluntary retirement in FY 2015, over nine years in the future. However, a large number, 406 or 16.3 percent of the total NNSA workforce, are currently eligible for retirement.

The NNSA employees that have retired without an incentive since the stand-up in February 2003 have averaged 59 years old with three years of eligibility. Using this statistic, the probable attrition to retirement over the next five years can reach 572 employees. *Chart 3-2: Projected Retirement Eligibility and Probable Attrition* shows the number of personnel that will be eligible for retirement, and the projected loses, over the next five years.

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Expected to retire	88	100	126	124	134
Eligible to Retire	447	461	461	435	404

□ Eligible to Retire   □ Expected to retire

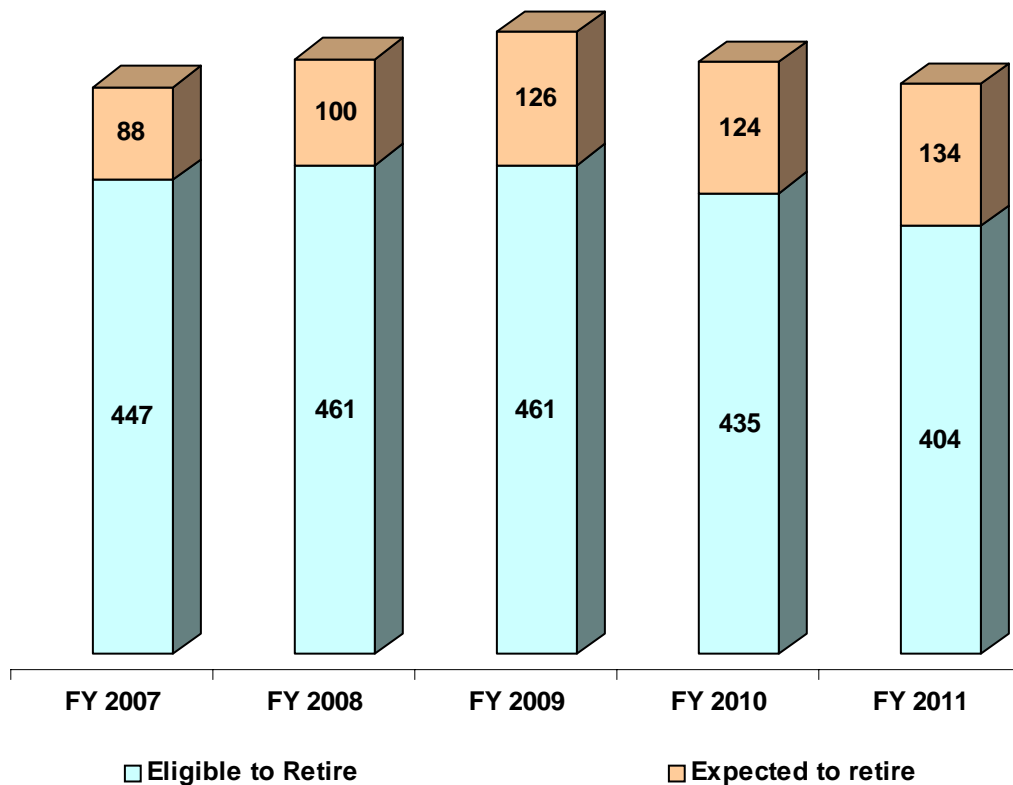**Chart 3-2: Projected Retirement Eligibility and Probable Attrition**

Table 3-6: Retirement Eligibility by NNSA Functional Area, shows the NNSA retirement eligibility and the projected retirement attrition over the next five years. Statistics show that the average NNSA employee that retires is 59 years old and has three years of retirement eligibility.

	FY 2007		FY 2008		FY 2009		FY 2010		FY 2011	
	Eligible	Meet Probable Criteria	Eligible	Meet Probable Criteria	Eligible	Meet Probable Criteria	Eligible	Meet Probable Criteria	Eligible	Meet Probable Criteria
Directors and Program Management	46	14	41	4	44	9	46	13	36	8
Administration	46	11	49	12	49	14	47	17	38	16
Human Capital Management	19	4	16	6	10	3	9	2	12	2
Program and Budget Analysis	40	7	42	11	39	16	28	11	23	11
Procurement and Contracting	17	8	16	7	17	3	14	5	14	5
Financial and Accounting	10	0	16	3	17	4	16	7	9	4
Legal	14	3	13	2	13	4	10	1	11	3
Foreign Affairs and Intelligence	12	2	11	5	6	5	5	2	7	1
Public Affairs	2	1	1	0	1	0	2	0	3	0
Science and Engineering	79	13	79	12	84	24	74	20	61	28
Security	32	6	33	6	35	6	40	10	43	13
Safety and Health	52	9	52	10	56	15	56	12	64	17
Logistics	44	7	50	14	49	12	52	13	52	17
Quality Assurance	9	0	11	3	10	1	9	3	8	1
Emergency Management	20	1	24	4	23	10	16	3	16	6
Information Technology	5	2	7	1	8	0	11	5	7	2
Total	**447**	**88**	**461**	**100**	**461**	**126**	**435**	**124**	**404**	**134**

Table 3-6: Retirement Eligibility by NNSA Functional Area

The Directors and Program Management function has the highest average percentage of employees that will be eligible to retire at 28.8 percent and are projected to lose an average of 6.5 percent each year. Other groups over 20 percent include Legal, Quality Assurance and Emergency Management.

Function	Avg. % Eligible Over the Next Five Years	Avg. % Projected to Retire Each Year
Directors and Program Management	28.78%	6.49%
Administration	17.09%	5.22%
Human Capital Management	14.67%	3.78%
Program and Budget Analysis	18.20%	7.41%
Procurement and Contracting	15.76%	5.66%
Financial and Accounting	17.66%	4.68%
Legal	28.37%	6.05%
Foreign Affairs and Intelligence	7.01%	2.56%

Function	Avg. % Eligible Over the Next Five Years	Avg. % Projected to Retire Each Year
Public Affairs	18.00%	2.00%
Science and Engineering	18.71%	4.81%
Security	18.87%	4.23%
Safety and Health	15.86%	3.57%
Logistics	13.35%	3.41%
Quality Assurance	24.74%	4.21%
Emergency Management	25.38%	6.15%
Information Technology	15.51%	4.08%
Total	**18.62%**	**4.64%**

Table 3-7: Average Percentage of Retirement Eligibility by NNSA Group and Functional Area

Supervisory Bench Strength

On August 22, 2005, of the 2463 FTEs, NSSA had 442 supervisors. This computes to a supervisor to employee ratio of 4.7 to 1. The majority of the senior supervisors are in the Senior Executive Service (99), Excepted Service (65), or General Service grades GS-15 (125), and GS-14 (59).   NNSA can expect to lose 106 senior supervisors through the end of FY 2010.

Supervisors	Current On-Board	Expected Losses	Attorney	Scientist	Engineer	Program Manager	Other
Expected Losses by Discipline							
SES	99	34	1	2	6	19	6
GS-15 or Equivalent							
GM/GS-15	125	48	1	5	9	6	27
EJ	1						
EK	4						
EN	5						
GS-14 or Equivalent							
GM/GS-14	59	15			1		14
EJ	9	2	1				1
EK	4						
EN	42	7			7		
GS-12/13							
GS-12/13	94	10					10
Total	**442**	**116**	**3**	**7**	**23**	**25**	**58**

Table 3-8: Changes to the Supervisor Assignments

Gender Breakdown by NNSA Group and Functional Area

NNSA Group	FY 2004 Male	FY 2004 Female	FY 2005 Male	FY 2005 Female	FY 2006 Male	FY 2006 Female
NNSA Headquarters	61.60%	38.40%	62.00%	38.00%	61.49%	38.51%
NNSA Site Offices	66.20%	33.80%	67.30%	32.70%	68.82%	31.18%
NNSA Service Center	45.80%	54.20%	45.30%	54.70%	46.26%	53.74%
Naval Reactors	76.10%	23.90%	75.50%	24.50%	75.12%	24.88%
Office of Secure Transportation	91.30%	8.70%	90.60%	9.40%	90.54%	9.46%
Function						
Directors and Program Management	74.70%	25.30%	77.60%	22.40%	77.03%	22.97%
Administration	32.30%	67.70%	20.90%	79.10%	22.27%	77.73%
Human Capital Management	49.20%	50.80%	36.60%	63.40%	43.82%	56.18%
Program and Budget Analysis	33.30%	66.70%	32.50%	67.50%	34.74%	65.26%
Procurement and Contracting	49.30%	50.70%	40.90%	59.10%	41.67%	58.33%
Financial and Accounting	46.60%	53.40%	51.90%	48.10%	49.35%	50.65%
Legal	57.90%	42.10%	61.50%	38.50%	54.55%	45.45%
Foreign Affairs and Intelligence	57.80%	42.20%	58.10%	41.90%	57.39%	42.61%
Public Affairs	45.50%	54.50%	50.00%	50.00%	60.00%	40.00%
Science and Engineering	85.70%	14.30%	86.50%	13.50%	87.85%	12.15%
Security	56.60%	43.40%	58.80%	41.20%	60.42%	39.58%
Safety and Health	75.00%	25.00%	81.30%	18.70%	83.38%	16.62%
Logistics	95.80%	4.20%	96.10%	3.90%	95.63%	4.37%
Quality Assurance	70.60%	29.40%	70.70%	29.30%	71.05%	28.95%
Emergency Management	94.20%	5.80%	85.10%	14.90%	83.54%	16.46%
Information Technology	64.60%	35.40%	75.90%	24.10%	73.91%	26.09%
Total	**67.10%**	**32.90%**	**67.03%**	**32.97%**	**67.83%**	**32.17%**

Table 3-9: Gender Breakdown by NNSA Group and Functional Area

Males make up the majority of NNSA Federal workforce in all of the NNSA groups except the NNSA Service Center. Although males make up 67 percent of the NNSA Federal workforce, females are well represented the following functional areas: Administration; Human Capital Management; Program and Budget Analysis; Procurement and Contracting; and Financial and Accounting. Couriers constitute 83 percent of the Logistics function. There are a number of issues that have effected the recruitment of females to

Courier positions. This accounts for the low percentage of females (4.37 percent) in the Logistics function.

Ethnicity by NNSA Group and Functional Area

NNSA Group	American Indian Alaskan Native	Asian American	African American	Hispanic	Caucasian
NNSA Headquarters	0.94%	5.39%	12.26%	7.82%	73.58%
NNSA Site Offices	2.26%	5.82%	7.11%	14.22%	70.60%
NNSA Service Center	3.63%	2.27%	7.03%	36.51%	50.57%
Naval Reactors	0.50%	1.00%	2.49%	1.99%	94.03%
Office of Secure Transportation	1.54%	1.35%	4.05%	21.24%	71.81%
Functional Area					
Directors and Program Management	0.68%	1.35%	5.41%	11.49%	81.08%
Administration	4.05%	0.81%	16.60%	23.89%	54.66%
Human Capital Management	3.33%	0.00%	15.56%	24.44%	56.67%
Program and Budget Analysis	1.05%	3.16%	12.63%	22.63%	60.53%
Procurement and Contracting	1.03%	3.09%	11.34%	29.90%	54.64%
Financial and Accounting	0.00%	2.60%	9.09%	31.17%	57.14%
Legal	2.22%	6.67%	0.00%	13.33%	77.78%
Foreign Affairs and Intelligence	0.87%	2.61%	2.61%	1.74%	92.17%
Public Affairs	10.00%	0.00%	0.00%	0.00%	90.00%
Science and Engineering	1.74%	9.18%	5.46%	11.91%	71.71%
Security	2.58%	1.55%	8.25%	16.49%	71.13%
Safety and Health	1.99%	6.27%	3.99%	11.40%	76.35%
Logistics	1.29%	1.54%	4.11%	18.51%	74.55%
Quality Assurance	0.00%	7.89%	5.26%	5.26%	81.58%
Emergency Management	1.27%	1.27%	13.92%	21.52%	62.03%
Information Technology	2.08%	4.17%	6.25%	16.67%	70.83%
NNSA Average	1.82%	3.77%	7.62%	16.70%	70.09%

Table 3-10: Ethnicity by NNSA Group and Functional Area

Minorities comprise 30 percent of the NNSA Federal workforce. The above NNSA average number of American Indians, Asian Americans, and Hispanic personnel at the Site Offices, Service Center, and Office of Secure Transportation, as depicted in *Table 3-10: Ethnicity by NNSA Group and Functional Area,* can be attributed to their locations.

Minorities are well represented (over 30 percent) in the Administration, Human Capital Management, Program and Budget Analysis, Procurement and Contracting, and Financial and Accounting, and Emergency Management functions.

Personnel Claiming Disability and/or Veterans Preference by NNSA Group and Functional Area

There are 134 NNSA Federal personnel that have declared a disability and 688 that have veteran preference.

NNSA Group	Declared Disability	Veterans Preference
NNSA Headquarters	27	123
NNSA Site Offices	36	155
NNSA Service Center	43	83
Naval Reactors	5	37
Office of Secure Transportation	23	290
Functional Area		
Directors and Program Management	7	30
Administration	23	33
Human Capital Management	7	24
Program and Budget Analysis	9	24
Procurement and Contracting	9	14
Financial and Accounting	4	12
Legal	2	8
Foreign Affairs and Intelligence	5	15
Public Affairs	0	3
Science and Engineering	13	75
Security	16	57
Safety and Health	17	92
Logistics	12	223
Quality Assurance	1	16
Emergency Management	7	47
Information Technology	2	15
Functional Total	**134**	**688**

Table 3-11: Personnel Claiming Disability and/or Veterans Preference by NNSA Group and Functional Area

Highest Obtained Educational Levels by NNSA Group and Functional Area

NNSA Group	No Degree	Associate	Bachelors	Masters	Doctorate
NNSA Headquarters	20.06%	2.05%	25.77%	44.51%	7.61%
NNSA Site Offices	15.83%	1.94%	51.53%	28.76%	1.94%
NNSA Service Center	33.79%	1.81%	37.64%	24.04%	2.72%
Naval Reactors	17.91%	3.48%	45.27%	33.33%	0.00%
Office of Secure Transportation	78.19%	5.02%	11.97%	4.83%	0.00%
Functional Area					
Directors and Program Management	7.4%	1.4%	38.5%	46.6%	6.1%
Administration	66.4%	6.3%	16.0%	10.9%	0.4%
Human Capital Management	65.2%	2.2%	22.5%	10.1%	0.0%
Program and Budget Analysis	36.3%	3.7%	34.7%	22.6%	2.6%
Procurement and Contracting	15.6%	1.0%	41.7%	41.7%	0.0%
Financial and Accounting	20.8%	1.3%	54.5%	23.4%	0.0%
Legal	11.4%	2.3%	47.7%	15.9%	22.7%
Foreign Affairs and Intelligence	10.4%	0.9%	16.5%	67.8%	4.3%
Public Affairs	0.0%	0.0%	50.0%	50.0%	0.0%
Science and Engineering	2.8%	0.3%	44.2%	47.5%	5.2%
Security	37.5%	2.6%	37.0%	22.4%	0.5%
Safety and Health	5.7%	0.6%	52.4%	35.5%	5.7%
Logistics	82.0%	4.4%	10.3%	3.3%	0.0%
Quality Assurance	28.9%	7.9%	47.4%	15.8%	0.0%
Emergency Management	49.4%	7.6%	20.3%	17.7%	5.1%
Information Technology	21.7%	6.5%	39.1%	28.3%	4.3%
Total	**33.45%**	**2.65%**	**33.41%**	**27.40%**	**3.09%**
Change in FY 2006	0.00%	-0.24%	-0.16%	0.44%	-0.04%

Table 3-12: Highest Obtained Educational Levels by NNSA Group and Functional Area

Over 66 percent of the NNSA personnel have degrees or associate degrees from a university. Over 30 percent of the personnel have an advanced degree.

Grade Levels

The NNSA Federal workforce is divided into the following pay groups:

	FY 2004	FY 2005	FY 2006
Presidential Appointments	4	2	2
Senior Executive Service (SES)	88	102	108
DOE Organization Act Excepted Service (EJ)	37	40	40
National Defense Authorization Act Excepted Service (EK)	24	88	97
Senior Level Advisors (SL)	1	1	1
NNSA Authorization Act Excepted Service (EN)	292	296	296
Merit Pay Scheduled (GM)	59	42	37
General Schedule (GS)	1802	1887	1882
Total	2307	2458	2463

Table 3-13: Pay Groups

The median level for the Federal workforce in the Merit Pay and General Schedule pay group is at GS-14. *Table 3-14: Grade Levels by NNSA Group and Functional Area* shows the various grade levels.

NNSA Group	Total	EX	SES	SL	EJ	EK	EN	15	14	13	12	01-11
					EXCEPTED SERVICE			**GENERAL SCHEDULE**				
NNSA Headquarters	684	2	61	0	29	19	35	223	155	66	39	55
NNSA Site Offices	619	0	14	1	7	68	235	28	114	84	26	42
NNSA Service Center	441	0	9	0	3	9	19	40	110	112	62	77
Naval Reactors	201	0	24	0	0	0	6	39	27	38	34	33
Office of Secure Transportation	518	0	0	0	1	1	1	14	45	82	83	291
Functional Area												
Directors and Program Management	148	2	96		8	2	5	25	7	3		0
Administration	238		4		4	0	0	15	25	29	26	135
Human Capital Management	90				1	0	0	10	11	31	20	17
Program and Budget Analysis	190				4	0	0	30	62	48	26	20
Procurement and Contracting	96				0	0	0	13	36	29	11	7
Financial and Accounting	77				1	0	0	8	14	31	17	6
Legal	44		3		1	0	0	15	13	4	2	6
Foreign Affairs and Intelligence	115				5	0	0	44	36	22	5	3
Public Affairs	10				2	0	0	1	5	0	2	0
Science and Engineering	362		5		3	23	89	105	93	28	6	10
Security	192				3	3	14	22	53	48	35	14
Safety and Health	349			1	3	64	167	26	49	30	5	4
Logistics	389				1	0	0	6	24	42	57	259
Quality Assurance	38				0	5	12	1	3	7	9	1
Emergency Management	79				1	0	4	20	8	15	16	15
Information Technology	46				3	0	5	3	12	15	7	1
Total	**2463**	**2**	**108**	**1**	**40**	**97**	**296**	**344**	**451**	**382**	**244**	**498**

Table 3-14: Grade Levels by NNSA Group and Functional Area

Attrition and Acquisitions by NNSA Group and Functional Area

Table 3-15: Attrition and Acquisitions by NNSA Group and Functional Area, shows the attrition and acquisition numbers for each of the NNSA groups and functions during FY 2006.

Functional Area	NNSA Headquarters Attrit.	Acquisit.	NNSA Site Offices Attrit.	Acquisit.	NNSA Service Center Attrit.	Acquisit.	Naval Reactors Attrit.	Acquisit.	Office of Secure Transportation Attrit.	Acquisit.	Total Attrit.	Acquisit.
Directors and Program Management	5	5	2	1		1	4	2			11	9
Administration	13	9	4	1	2	1	2	3	1		22	14
Human Capital Management	1	8			4	4			2		7	12
Program and Budget Analysis	5	8	3	1	14	1					22	10
Procurement and Contracting					2	2	2				4	2
Financial and Accounting		2			10	6					10	8
Legal	1	1	1	2		1		1			2	5
Foreign Affairs and Intelligence	7	7									7	7
Public Affairs											0	0
Science and Engineering	14	8	9	7	1	1	4	7		1	28	24
Security	1	4	5	2	6	5			1	1	13	12
Safety and Health	2	4	9	11	5	1		1		1	16	18
Logistics					1				31	51	32	51
Quality Assurance			1								1	0
Emergency Management	4	9							1		5	9
Information Technology	2	2			3	1		1	2		7	4
Total	**55**	**67**	**34**	**25**	**48**	**24**	**12**	**15**	**38**	**54**	**187**	**185**

Table 3-15: Attritions and Acquisitions by NNSA Group and Functional Area

Section 3: Workforce Analysis

NNSA had 187 FTEs, or 7.6 percent of the workforce leave and 185 new personnel join the organization during FY 2006. The attritions included: 89 retirements (3.6 percent of the workforce), 45 resignations, 5 deaths, 33 terminations, 14 transfers to other DOE organizations and 1 put on in-active.

There were 185 new employees. The attritions and acquisitions resulted in increase in the Human Capital Management, Safety and Health, Logistics, and Emergency Management functions. The Logistics function continues to have the largest influx of new personnel with the addition of 19 new couriers.

Pay Group	Attritions	Acquisitions	Difference
EX	1		-1
SES	9	8	-1
EJ	4	2	-2
EK	6	6	0
EN	9	11	2
GW/GS-15	28	24	-4
GW/GS-14	19	30	11
GW/GS-13	38	22	-16
GS-12	25	16	-9
GS-11	48	66	18
Total	187	185	-2

Table 3-16: Changes in Pay Groups

Table 3-16: Changes in Pay Groups shows the changes that have occurred in Pay Levels during FY 2006.

Skill Gaps Profile

Positions That Require Certifications

CRITICAL SKILL GAPS					
Critical Skill	**Number of required Certifications Required in FY 2005**	**Number Certifications End of FY 2005**	**Number of required Certifications Required in FY 2006**	**Number Certifications End of 2006**	**Projected Number of Certifications by the End of FY 2007**
Federal Project Management	**29**	**29**	**68**	**60**	**68**
Level 1	3	3	10	10	10
Level 2	9	9	25	21	25
Level 3	12	12	27	23	27
Level 4	5	5	6	6	6
Contract Management	**87**	**79**	**113**	**99**	**113**
Level 1	0	1	1	1	1
Level 2	18	22	17	17	17
Level 3	69	56	95	81	95
IT Management	**9**	**9**	**13**	**15**	**15**
Level 1	3	3	2	4	4
Level 2	3	3	7	7	7
Level 3	3	3	4	4	4
Technical Qualifications Program	**561**	**375**	**489**	**333**	**489**
Senior Technical Safety Manager	95	72	92	67	92
Defense Nuclear Positions Qualifications	293	194	240	169	240
Other Qualification Programs	76	39	58	34	58
Facility Representative	68	58	75	52	75
Safety System Oversight (SSO)	29	12	24	11	24

Table 3-17: Positions That Require Certifications

Table 3-17: Positions That Require Certifications, shows the positions in the Federal Project Management, Contract Management, Information Technology management, and Technical Qualifications Program that require personnel to obtain certifications. The gaps consist of positions that are either vacant or filled with personnel who have not completed the applicable certification process.

Certification	FY 2007		FY 2008		FY 2009		FY 2010		FY 2011		Percentage Over Next Five Years	
	Eligible	Meet Criteria	Eligible	Meet Criteria	Eligible	Meet Criteria	Eligible	Meet Criteria	Eligible	Meet Criteria	Eligible	Meet Criteria
Federal Project Directors	14	12	3	2	4	3	1	0	2	0	31.7%	28.3%
Contract Management	16	11	14	6	14	6	10	2	10	4	41.7%	34.5%
Technical Qualifications Program	78	32	58	9	64	19	64	18	67	9	41.2%	24.7%

Table 3-18: Impact of Possible Retirements on Certification Programs

Table 3-18: Impact of Possible Retirements on Certification Programs, shows the numbers and percentages of certified personnel will be eligible to retire over the next five years.

Mission-Critical Position Gaps

Mission-critical positions comprise over 60 percent of the Federal workforce and are concentrated in eight functional areas. *Table 3-19: Mission-Critical Position Gaps,* shows that the majority of the gaps are in the Science and Engineering and Quality Assurance functional areas.

Function	Current Number of Positions Needing this Skill	Current Number of Positions Having this Skill	Identified Gaps
Directors and Program Management	153	148	5
Emergency Management	79	79	0
Foreign Affairs and Intelligence	117	115	2
Information Technology	54	49	5
Procurement	99	96	3
Security	194	192	2
Science and Engineering	413	362	51
Safety and Health	354	349	5
Quality Assurance	46	38	8
Total	**1509**	**1428**	**81**

Table 3-19: Mission-Critical Position Gaps

Section 4: Human Capital Management Goals and Strategic Initiatives

Recruit

Goal 1: Acquire diverse mission-critical talent by facilitating improvement to NNSA's recruitment initiatives and activities.

Overview

Talent shortages in the scientific and technical communities pose a big problem for all job sectors, but are critical when you are responsible for the nation's nuclear programs and security. Beyond the exciting career challenges, NNSA employees may also receive full range of flexibilities to entice them to come — student loan repayments, signing bonuses, relocation assistance and more.

Benefits and Compensation

NNSA is working with OPM to develop a pilot demonstration project that will cover Pay Banding and Pay for Performance to most likely begin in April 2007 and last for five years. This will be useful in not only recruiting but also retaining talent.

Hiring Improvements

e-gov. NNSA, as part of DOE, recently migrated to the Office of Personnel Management's USAJOBS. This aligns our recruitment process with the PMA's objective of eliminating duplicative automated systems throughout the Federal government.

Timelines. NNSA is utilizing a system to track milestones and critical actions associated with the hiring process for both GS and SES employees. We created a tailored program of improved selection practices in connection with hiring timeline goals. This initiative emphasizes improving the manager's roles in the selection process by fostering better collaboration between selecting official and HR consultant and performing better job analysis which can result in better quality candidates for selection.

We continue to use our online *Position Description (PD) Library* to:
- Shorten the time needed to develop and classify positions,
- Expedite related personnel actions — staffing, recruitment, promotions and performance plan development,
- Enhance the accuracy and uniformity of PD's used throughout NNSA,
- Provide links to classification standards/guidelines and position management information, as well as many other topics,
- Provide NNSA Headquarters and Service Center managers, supervisors, and human resource specialists access to classified PDs that represent a wide range of positions throughout NNSA,
- Provide position description documents that may be displayed, printed or downloaded; and

➜ Organizations can submit their SF-52 and PD electronically using HR Workflow to further expedite their personnel actions.

Marketing and Branding. NNSA utilizes branding materials to market and improve recruitment efforts. Materials and a website were created and piloted to recruit the initial Future Leaders Internship Program (FLP) and have since been used for additional marketing and recruiting for NNSA in other program areas.

Intern, Student and Upward Mobility Programs

The second class of NNSA's FLP came onboard beginning June 12, 2006. This group, comprised of 30 new employees recruited from 19 universities, is working in seven of the eight site offices, the Service Center and in six headquarters program offices. The program began in July 2005, with the arrival of 29 participants. The Class of 2005 will "graduate" from the program next year and the participants will be assigned to offices at which they have worked. Refer to *Appendix C: Future Leaders Program Case Studies* to get a flavor for their background and FLP experience. Additionally, NNSA participates in the following additional internship programs: Student Diversity Partnership Program, NNSA Office of Defense Nuclear Nonproliferation's association with Pacific Northwest National Laboratory Internship Program, NNSA Office of Naval Reactor's association with the Department's undergraduate Laboratory Internship Program, and the Sandia Weapon Intern Program.

Diversity

The NNSA Office of Diversity (ODO) assists NNSA program offices, field sites and laboratories embrace diversity and ensuring that employees at all levels are treated fairly and with respect. In meeting its objective, ODO supports six main programmatic initiatives: Managing NNSA's Minority Serving Institutional Program (MSI), furthering the Native American Program, managing the NNSA Diversity Council, creating and sustaining internal and external outreach and partnership initiatives, maintaining an Equal Employment Opportunity Program (EEO), and developing and overseeing an NNSA Corporate Leadership Training Program.

Strategic Initiatives

1.1 Expand recruiting strategies. The basis for future recruiting strategies will be: 1) skill gaps and surpluses; 2) targeting critical and difficult to fill positions; and 3) offering competitive recruitment and relocation bonuses and creative compensation packages.

1.2 Improve hiring process and implement revised hiring goals. In connection with OPM's 45-day non-SES and 30-day SES standard hiring models, we utilize CHRIS to track and report the timeline goals for each NNSA advertised outside the agency. By compiling the timeliness data in a systematic, auditable manner on every hire outside our agency, we can clearly identify any barriers or weaknesses in our process toward reaching the hiring timelines.

1.3 Continue to implement the NNSA Future Leaders Internship Program covering specialized and critical occupations. The following training programs are being implemented and expanded upon for the FLP participants:
- Orientation Program
- Core Training in writing, briefing techniques, law, budget, diversity
- Functional Curricula
- Technical including Facility Representative track
- Information Technology (coordination with Business Managers Council)
- Business Specialists (coordination with Business Managers Council)
- Rotational Assignments (one at field site, one at another appropriate organization)
- Security Specialists (in conjunction with the Office of Defense Nuclear Security).

Participants in the latest class of the FLP are pictured above.

<u>Diversity</u>

1.4 Execute the NNSA <mark>Corporate</mark> Diversity Council to enhance diversity through recruiting, retention, development, and recognition. The NNSA Corporate Diversity Council and Charter were established and approved in August 2004. The Council supports the transformation of NNSA into a diverse and inclusive workplace and supports the goal of making NNSA the "employer of first choice."

1.5 Manage NNSA's Minority Serving Institutions Program. NNSA developed and is implementing the MSI Program consisting of Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), and Tribal Colleges and Universities (TCU). This Program's activities primarily focus is to engage the academic institutions in NNSA mission critical activities, related research programs, and future workforce development. Through this partnership NNSA will benefit from the research, as well as have access to personnel who are specifically trained to meet the NNSA future workforce needs.

1.6 <mark>Serve as NNSA's liaison</mark> to further the Native American Program. ODO serves as the lead coordination and oversight office for NNSA in providing program-wide efforts to fulfill requirements of the DOE's American Indian Tribal Policy.

1.7 Create and sustain internal and external outreach and partnership initiatives.
ODO partners with internal organizations such as the Office of Human Resources development to assist with recruitment efforts in the NNSA FLP and external government-wide entities such as the Workforce Recruitment Program, where government agencies nationwide, recruit students with disabilities.

1.8 Develop and execute a Corporate Diversity Training Program. The ODO coordinates and partners with other organizations to develop and deliver training such as Generational Differences workshops, EEO Leadership and Diversity Training for managers and supervisors.

Retain

> **Goal 2: Retain diverse mission-critical talent by facilitating improvement to NNSA's retention initiatives and activities.**

Overview

NNSA is committed to fostering a results oriented performance culture that motivates and rewards its talent for high performance and ensures they are focused on achieving results.

Performance Management and Recognition

We have begun laying the foundation for implementing the next performance appraisal cycle for NNSA employees. The performance plan cycle runs concurrently with the fiscal year. We expect to renew emphasis on the use of IDPs as personal, organizational, and corporate planning tools. Linking performance to NNSA mission, goals, and objectives is critical in developing employee performance plans. Specific performance objectives are developed which cascade from strategic plans and organizational goals. The measures are objective, measurable, realistic, and stated clearly in writing. In addition to measuring goals and objectives critical to the NNSA mission, we have cascaded requirements mandated by the PMA in the employee and managerial attributes. These measure assess performance in areas such as budget and human resources management.

Our system is a tool for managers that, when used as intended, can help meet individual and organizational areas that require attention and development. If we are not meeting requirements in certain areas, the assessment of employee performance should help identify areas where an action plan is needed to provide the opportunity for improvement.

It also provides a means to clearly distinguish between high performers, good performers, and low performers. NNSA's budget allows for rewarding high performance through a variety of rewards and awards programs, including the NNSA Excepted Service Pay for Performance System.

Succession Planning (Individual and Organizational Assessments)

In response to the projected retiring workforce, we are refining our strategic approach to succession planning. While succession planning can serve as a framework for linking training and developmental plans to future organizational needs, it can also be used to meet other organizational objectives, such as diversity.

We recognize that a key component of workforce planning is our ability to identify current and future competencies, which drive strategies to address gaps and surpluses (i.e. recruitment, retention, training, succession planning, and other HR tools and flexibilities).

In accordance with the Deputy Secretary's direction, during Q4FY2005 and 2006 we performed individual skill gaps assessments using the Department's online application. After analyzing the data from the individual employee assessments, to address skill gap issues, NNSA is developing strategic competencies using the previous baseline of leadership and technical competencies for our functional areas.

Rotational and Detail Assignments

Detail assignments across program units are invaluable to the organization and are attractive to the employee. For example, the ODO now sponsors mandatory periodic rotational assignments for all members of the FLP. In response to the Chiles Report, the Office of Defense Nuclear Security has established the *Defense Nuclear Security Rotational Assignment Program Plan*. The goal of this program is to increase professional mobility and competence. The most common means of rotation during the initial phase will be temporary assignment, employees being detailed to duties and positions. Another means of assignment rotation will be permanent redeployment, employees being reassigned, or promoted. The initial voluntary phase of the rotational program will also make use of experiential employee training and developmental assignments, hands-on training, and succession planning shadowing tours.

Strategic Initiatives

Performance Management and Recognition

2.1 Continue to link performance management system to organizational mission, goals, and individual performance. We will ensure that our performance appraisals for executives and managers link to DOE and NNSA mission and goals and are cascaded through the workforce.

2.2 Complete the NNSA/beta site performance management cycle. NNSA is partnering with the Department to pilot an agency-wide online performance management system which is scheduled to be deployed NNSA-wide in FY2007.

2.3 Submit NNSA/beta test site post-implementation Performance Appraisal Assessment Toll (PAAT). We will submit the results of the PAAT including ratings and awards.

Succession Planning (Organizational and Individual Skills Assessments)

2.4 Perform individual mission-critical competency assessments. We have completed our initial individual skills assessments and will continue to perform individual mission-critical competency assessments as needed.

2.5 Develop overarching competency sets and perform competency assessments by organization. We are developing higher-level competencies that are common to multiple occupational series. We will utilize these competency sets as the basis for conducting organizational level competency assessments and to determine possible strategies for mitigating any identified future skills gaps.

2.6 Develop a gap analysis report. We will develop a gap analysis report (including resource and competency tables) setting targets and identifying strategies for closing competency gaps in mission-critical occupation areas to be achieved by June 2007.

2.7 Complete Information Technology competency analysis update. We will be providing an update to the previous IT competency analysis based on revised and updated Government-wide CIO council requirements.

Rotational and Detail Assignments

2.8 Continue developing guidance, policies, and procedures for executive mobility and rotational assignments. We plan to continue developing additional rotational assignments; and policies, procedures, and guidance for both as applicable.

Develop

Goal 3: Invest in training and development opportunities at all levels of the organization.

Overview

A key product of our workforce planning and analysis methodology is career paths, natural occupational groupings and career advancement patterns inherent to NNSA's collective workforce. Current opportunities for development have been summarized in this section plus future planned initiatives.

Talent and Leadership Development Council

NNSA will form a Talent and Leadership Development Council (TLDC) to oversee NNSA corporate policies, priorities, and direction for employee training and career development, leadership development, and succession planning. The TLDC will be co-chaired by the Director of Human Resources and the Associate Director of Federal Services and includes members from Headquarters and the field.

Career Planning/Mapping Tools

Our learning and development framework is being developed to incorporate two career-planning concepts 1) an employee web-based self-help model and 2) a management needs-based corporate model. Refer to *Appendix E: Employee – Corporate Career Planning* for the detailed model.

The features of the Employee Model include:
- Employees can pursue career interests without the knowledge of their supervisors (in confidence); however, in circumstances where there is mutual benefit, an employee has the option of preparing an approved IDP registering interest in changing job fields, which will enlist supervisor's support.
- Employees will have access to web-based information on NNSA career paths, on OPM's relevant qualification requirements, on in-service placement features, on the applicability of upward mobility and other career developmental programs, and on the availability of pertinent training, or formal education.
- Ultimately, employees will apply through competitive procedures for opportunities in new career fields.

The features of the Management Need-Based Model include:
- Managers work with HR consultants to design occupational career paths (positions via salient job series with attendant grade ladders) based on the job requirements and staffing patterns identified through interactive workforce analysis.

- Managers identify vacant career paths on Managed Staffing Plans, and consider non-competitive ways (i.e., without recruiting outside applicants) to acquire well-qualified candidates from among the current workforce, including in-service placement, reassignment, noncompetitive promotion, enrollment in formal development programs, and retraining.

Learning and Career Development Programs

Depending on an employee's career path, they may participate in one or more of the following developmental programs available internally or externally in some cases.

- Acquisition Career Development Program
- Aspiring Leader Program
- Capitol Hill Fellowship Program
- Commerce Science and Technology Fellowship Program
- Congressional Fellows Program
- Congressional Seminar Series
- Defense Nuclear Security Rotational Assignments Program Plan
- Excellence in Government Fellows Program
- Executive Leadership Program
- Executive Potential Program
- Federal Executive Institute (FEI)
- Human Capital Management Leadership Program
- Leadership Transition Program
- LEGIS Fellows Program
- Mentoring Program
- Mid-level Leadership Development Program
- Mike Mansfield Fellowship Program
- National Security Studies Program
- New Leader Program
- Program Management Career Development Program
- Project Management Career Development Program (PMCDP)
- Safeguards and Security Professional Development Program
- Senior Executive Fellows Program
- Senior Executive Service Candidate Development Program
- Senior Executive Service Developmental Seminars
- Technical Qualifications Program

Knowledge Dynamics

> **If you have knowledge, let others light their candle at it.**
>
> **~Margaret Fuller**

Knowledge management is a joke — you cannot "manage" knowledge. You can set up conditions that create a culture that rewards and encourages dynamic knowledge exchange in support of the mission. **And this is crucial**, any program or project set up to encourage a dynamic flow of information must support the mission and not be an end in itself.

In plain language, any knowledge dynamic program or project set up for the sake of knowledge management will fail. PERIOD.

Organizational knowledge exists to support the mission, Knowledge Dynamics (KD) must acknowledge this or fail before they start.

NNSA is ^{INSPIRED} by the research and writings of David W. DeLong (www.lostknowledge.com). Dr. DeLong advocates a holistic approach to knowledge dynamics, emphasizing the development of human factors and cultural change with the support of information technology. Not the other way around. He also advocates what is, in essence, a complete human capital management strategy. In our interpretation of his research, knowledge dynamics does not work without the following:
- New blood (Recruit)
- Succession planning (Retain & Develop)
- Career development (Retain & Develop)
- Employee motivation for sharing knowledge (Retain)
- Mission focus
- Knowledge retention prior to retirement (workforce planning is a key aspect of this) (Transition)

NNSA is working very hard to NOT HAVE *a knowledge management program.*

 (So, what ARE we doing?)

We continue to roll out a KD culture initiative to 1) support employee development and succession planning initiatives; 2) capture as much of the valuable knowledge base of the retiring workforce as practical; 3) build a culture that supports knowledge sharing and addresses cultural challenges so that knowledge holders do not become knowledge hoarding gatekeepers; and 4) share information more quickly and conveniently. We have

completed two queries to determine how mission critical knowledge is identified, captured, and shared throughout the enterprise. Select methods include:

- Training and information broadcasts conducted via satellite downlinks to a distributed audience
- Broadcasting information via email (i.e., NNSA Intranet, NNSACAST, Diversity Newsletters, and LINTGRAMS)
- Posting information on the internet and intranet sites to include policies, procedures, training, announcements, organizational charts, job vacancies, lessons learned, etc.
- Posting and sharing files on the LAN
- Methodical electronic filing, retrieval, storage, and archiving mission-critical classified and unclassified records in accordance with National Archives and Records Administration requirements
- Formal mentoring programs that pair senior employees with junior employees in a structured relationship have been established in the Office of Defense Nuclear Nonproliferation (NA-20) and NA-70. Informal mentoring relationships also exist. The Deputy Administrator for Defense Programs (NA-10) is considering options for formal or informal mentoring.
- Guest speaker's forums — representatives from the National Aeronautics and Space Administration and the Defense Acquisition University recently came to NNSA to share best practices when establishing Communities of Interest.

Reward and recognition also can play a key role in encouraging the dissemination and growth of knowledge among staff and communities of like-minded professionals. To encourage this, an NNSA knowledge dynamics group had developed a set of criteria that may be used to justify awards and recognition to employees who share what they have learned.

We are committed to establishing a KD culture by developing and expanding upon existing "records and information management practices, individual knowledge and information sharing practices, lessons learned programs, documentation of work processes and procedures, and future mentoring that fosters the transfer of knowledge from mentors to mentees."

Strategic Initiatives

Learning and Career Development Programs

3.1 Analyze and expand existing training and tie to career ladders/paths. As mission-critical changes occur, NNSA will continue to develop additional career paths, ladders, associated training tracks, and/or development opportunities.

3.2 Implement NNSA Mid-level Leadership Development Program for GS-12, 13, and 14 level employees. NNSA developed and is implementing its own Mid-level Leadership Development Program.

3.3 Revise and implement HR Consultant and Manager training. We developed and piloted HR skills training. In context of OPM's 45-day hiring model, this is the right time to assess our HR skill needs and to provide an upgrade of as needed in certain bedrock Federal civil service personnel programs and disciplines. Skills relating to automating position classification systems, position management, job analysis, crediting plan development, the development of automated rating and ranking tools, and delegated examining are the focus of this training.

Knowledge Dynamics

3.4 Create and implement a KD culture initiative. Representatives from HR serve as KD liaisons to other organizations within NNSA.

Transition

> **Goal 4: Provide employees a unique blend of coaching, consulting, training, and other support to facilitate career change as smoothly as possible.**

Overview

NNSA strives to provide employees with opportunities to make career transition services available to every departing employee and to provide support to make the most of the opportunities associated with career change. We provide the opportunity to make career transition "outplacement" services available to every departing employee.

Retirement Counseling

NNSA provides counseling to employees concerning employee benefits as they relate to retirement options, health and life insurance, buyouts and severance packages.

Buyouts/Early Out Incentives

NNSA is in the process of considering voluntary early retirement authority (VERA) and voluntary separation incentive payments (VSIP) through FY2007 and developing criteria for which positions are eligible for buyouts/early incentives.

Separation – Exit Interview

NNSA assessed a variety of exit interview surveys and interview formats used in Headquarters organizations and in the field to determine the "best practices" used. As a result, a standard survey has been developed and posted online to collect data as proactive means of identifying retention issues before potentially loosing valuable employees and to retain institutional knowledge from retiring professionals.

Strategic Initiatives

4.1 Continue providing retirement training, counseling, and other resources. NNSA provides various means for providing useful information to employees considering this life change and to facilitate their transition.

4.2 Implement standard online exit interview survey. We plan to implement the use of the online exit interview survey and collect data for knowledge retention purposes.

Appendix A

Appendix A: Action Plans

OMB Green Scorecard	DOE Internal PMA Scorecard	OPM HCAAF	NNSA Goals	NNSA Action Plan
Implemented a comprehensive Human Capital Plan that is fully integrated with the agency's overall strategic plan, analyzes the results relative to the plan, and uses them in decision making to drive continuous improvement;	Integrate HCM Plan into decision-making processes; - insure that the Plan is linked to DOE mission, strategy, and goals and - that it designates an accountable official	**Strategic Alignment System** - focuses on having a human capital strategy aligned with mission, goals, and organizational objectives	Goals 1 - 4 Note: Refer to *Section 1: Human Capital Management at NNSA, Section 2: Strategic Alignment*	
Analyzed existing organizational structures from service and cost perspectives and is implementing a plan to optimize them using redeployment, restructuring, competitive sourcing, E-Gov solutions and delayering, as necessary, and has process(es) in place to address future changes in business needs;	Analyze and optimize organizational structure for service and cost; - use redeployment and delayering as necessary; - integrate competitive sourcing and e-gov solutions; - put processes in place to address future needs for change and highlight monetary savings or others that have resulted in these actions.	**Workforce Planning** (subset of Strategic Alignment) - organization identifies the human capital required to meet organizational goals, conducts analyses to identify competency gaps, develops strategies to address human capital needs and close competency gaps, and ensures the organization is appropriately structured	Goals 1 - 4 Note: Refer to *Section 2: Strategic Alignment* and *Appendix B: Human Capital Management Budget Cascade*	
★ Meets targets for closing competency gaps in mission critical occupations, and integrates appropriate competitive sourcing and E-Gov solutions into gap closure strategy; ★ Meets 45-day time to hire standard, 45-day standard to	★ Significantly reduce skill gaps in mission-critical occupations; - identify mission critical skills, needs, no. available, and gaps - address	**Talent Management System** - focuses on agencies having quality people with the appropriate competencies in mission-critical activities	Goals 1 and 2 Goal 1: Acquire diverse mission-critical talent by facilitating improvement to NNSA's recruitment	A-1: Recruitment

A-2

OMB Green Scorecard	DOE Internal PMA Scorecard	OPM HCAAF	NNSA Goals	NNSA Action Plan
notify applicants of hiring decision for 50% of hires, targets for hiring process improvements based on CHCO Council criteria; ✦ Sets and meets aggressive SES hiring timelines progressing toward a 30-day average; ✦ Reduced under representation, particularly in mission-critical occupations and leadership ranks; established process to sustain diversity;	certification needs by level for project managers, contract, and information technology managers; - develop strategies to create a workplace that attracts talent; - integrate the results of competitive sourcing and e-gov; - identify top three organizational critical skills and discuss progress toward closure of gaps. ✦ Demonstrate improvement in meeting hiring-time goals. - Plan should address what the program is doing to improve hiring time. - Discuss auditable system for collecting & analyzing hiring data. ✦ Implement strategies to address under-representation of	**Leadership and KM System** - focuses on identifying and addressing agency leadership competencies so that continuity of leadership is ensured, knowledge is shared across the organization, and an environment of continuous learning is present	initiatives and activities.	

OMB Green Scorecard	DOE Internal PMA Scorecard	OPM HCAAF	NNSA Goals	NNSA Action Plan
	minorities in all levels of the workforce; - particularly in mission-critical occupations & leadership; - establish processes to improve and sustain diversity.			
Succession strategies, including structured leadership development programs, result in a leadership talent pool and agency meets its targets for closing leadership competency gaps;	⭐ Implement succession strategies; - include executive development programs; - leadership talent pool, continuously updated to assure continuity of leadership and knowledge and employee development efforts. ⭐ Discuss KM effort	**Talent System/ Leadership and KM System**	Goals 1 - 4 Goal 3: NNSA invests in training and development opportunities at all levels of the organization. Goal 4: Provide employees a unique blend of coaching, consulting, training, and other support.	A-2: Retain A-3: Develop A-4: Transition
⭐ Demonstrates that it has performance appraisal and awards systems for all SES and managers, and more than 60% of the workforce, that effectively: link to agency mission, goals, and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance (i.e. multiple performance levels with at least	⭐ Link performance appraisal plans and awards to DOE mission and goals for SES, managers, and more than 60% of workforce (HQ and Field); - discuss difference between various levels of performance; - discuss consequences based	**Performance Culture System** - focuses on having a diverse, results-oriented, high-performing workforce, as well as a performance management system that effectively plans, monitors, develops, rates, and rewards employee performance.	Goals 1 - 3	A-2: Retain A-3: Develop

OMB Green Scorecard	DOE Internal PMA Scorecard	OPM HCAAF	NNSA Goals	NNSA Action Plan
one summary rating above Fully Successful); and provide consequences based on performance. In addition, at a beta site, there is evidence that clear expectations are communicated to employees; rating and awards data demonstrate that managers effectively planned, monitored, developed, and appraised employee performance; and the site is ready to link pay to the performance appraisal systems. The agency has significantly increased the size of the beta site and is working to include all agency employees under such systems;	on performance.			
Periodically conducts accountability reviews with OPM participation, taking corrective and improvement action based on findings and results, and providing annual report to agency leadership and OPM for review and approval.	Use outcome measures to make Human Capital decisions - link HCM Plan to Program Plan(s) and Budget (FY08).	**Accountability System -** provides consistent means to monitor and analyze agency performance on all aspects of human capital management policies, programs, and activities, which must themselves support mission accomplishment and be effective, efficient, and in compliance with merit system principles.	Note: If applicable, we will develop a corrective improvement action plan based upon results of joint DOE/OPM accountability reviews.	Outcome measures are associated with each action plan and the budget.

Figure A-1: Human Capital Management Scorecard Linkages

Each action plan contains a set of strategies, activities, and performance measures that are described and linked together. Detailed project plans are developed, revised, tracked, and maintained by the respective action plan owner. Q4 FY2006 activities completed are highlighted in **sea green.**

Recruit			
Goal	**Activities**	**Timeline**	**Progress**
1.0 Acquire diverse mission-critical talent by facilitating improvement to NNSA's recruitment initiatives and activities.	1.1 Expand recruiting strategies.	Ongoing	Ongoing
	1.1.2 Participate on DOE/NNSA Corporate Recruitment Council.	Q3FY2004	Ongoing
	1.1.3 Leverage, maintain, and expand existing relationships with academia, Federal agencies, and private industry to enhance recruitment efforts.	Ongoing	Ongoing
	1.2 Improve hiring process and implement revised hiring goals.	Ongoing	
	1.3 Continue to implement the NNSA FLP covering specialized and critical occupations.	FY2005 Ongoing	
Outcome Measures			
Hiring Model(s)		**Results**	
Demonstrate success in meeting the revised DOE SES hiring goals established in FY 2006, Quarter 4 and success in meeting revised parameters for non-SES 45 day hiring model (at least 50% of non-SES positions offered a job within 45 work days of announcement closure) and 50% of all non-SES applicants were notified of application status/hiring decision within 45 days of announcement closure).		48 day average baseline due to hiring freeze and cases being put on hold	
Number of estimated interns on NNSA roles: 　　⬇ 20 by end of FY2005 　　⬇ 20 by end of FY2006		29 onboard Q4FY2005 30 onboard Q4FY2006	

Table A-1: Recruit Action Plan

Recruit			
Goal	**Activities - Diversity**	**Timeline**	**Progress**
1.0 Acquire diverse mission-critical talent by facilitating improvement to NNSA's recruitment initiatives and activities.	1.4 Execute the NNSA Corporate Diversity Council to enhance diversity through recruiting, retention, development, and recognition.	Ongoing	Establishing Action/Implementation Plans in each area
	1.5 Manage NNSA's Minority Serving Institutions Program.	FY2005	Ongoing
	1.6 Serve as NNSA's liaison to further the Native American Program.	FY2006	Ongoing
	1.7 Create and sustain internal and external outreach and partnership initiatives.	Ongoing	Ongoing
	1.8 Develop and execute a Corporate Diversity Training Program.	Ongoing	Ongoing
Outcome Measures			
Integrating Diversity in Plan		**Results**	
Develop and implement the MSI program to engage academic institutions.		Created NNSA's HBCU Educational Program under initial $22.5 congressional appropriation. An additional $15 million in FY2006 enhanced the implementation of the HBCU Program.	
Partner with NNSA Human Resources to assist with FLP recruitment efforts.		NNSA Corporate Diversity Council members participate in the FLP interview and selection process. Additionally, the ODO sponsors rotational assignments for all members of FLP.	

Table A-1: Recruit Action Plan (cont.)

Recruit	
Outcome Measures	
Integrating Diversity in Plan	**Results**
Served as the lead government agency in the planning and implementation of the Hispanic Youth Symposium (HYS).	Organized and implemented 3 DOE/NNSA HYS for 300 students.
Participated in government-wide Workforce Recruitment Program which gives students with disabilities an opportunity to secure either summer or permanent (Federal/State/Local) employment.	ODO interviewed 30 students from 5 colleges and universities.
Served as informal EEO advisor in over 40 employee cases.	90% of cases resolved from FY2003-present.
Developed and delivered in partnership with DOE's Office of Dispute Resolution, EEO and the NNSA Service Center Leadership and Diversity Training.	Coordinated development and delivery of 7 sessions to Naval Reactor managers and supervisors.
Developed and delivered in partnership with NNSA Service Center's Office of EEO and Diversity, an EEO training module for the FY2006 Human Resources-led Supervisory Training Program.	Coordinated development of HR-led Supervisory Training to be implemented in FY2007.
Executed Generational Differences Training to NNSA and other Federal Government employees.	Executed training to other Federal Government agencies in FY2006 and to NNSA during Q4FY2006.

Table A-1: Recruit Action Plan (cont.)

Retain			
Goal	**Activities – Performance Management and Recognition**	**Timeline**	**Progress**
2.0 Retain diverse mission-critical talent by facilitating improvement to NNSA's retention initiatives and activities.	2.1 Continue to link the performance management system to organizational mission, goals, and individual performance.	Ongoing	Ongoing
	2.2 Complete the NNSA/beta site performance management cycle.	Q4FY2006 Ongoing	
	2.3 Submit NNSA/beta test site post-implementation PAAT (OPM's Performance Appraisal Assessment Tool), including ratings and awards data.	Q1FY2007	
Outcome Measure			
Performance Management and Recognition		**Results**	
60% of performance appraisals for SES and managers link to DOE and NNSA mission and goals and are cascaded through the workforce.		100% of performance appraisals are linked to DOE and NNSA mission and goals.	

Table A-2: Retain Action Plan

Retain			
Goal	**Activities - Succession Planning (Organizational and Individual Skills Assessments)**	**Timeline**	**Progress**
2.0 Retain diverse mission-critical talent by facilitating improvement to NNSA's retention initiatives and activities.	2.4 Perform individual mission-critical competency assessments.	Ongoing	Ongoing
	2.5 Develop overarching competency sets and perform competency assessments by organization.	Q4FY2006	
	2.6 Develop a gap analysis report.	Q3FY2007	
	2.7 Complete IT competency analysis update.	Q2FY2007	
	Rotational and Detail Assignments		
	2.8 Continue developing guidance, policies, and procedures for executive mobility and rotational assignments.	Q1FY2007 Ongoing	Ongoing
Outcome Measure			
Mission-Critical Competencies		**Results**	
Document results in the achievement of skill gap reductions for mission-critical areas including SES and GS managers and supervisors, as stated in targets defined in Q4FY2006 baseline provided in skills gaps update.		Refer to *Section 3.0: Workforce Analysis and Appendix D: Critical Skill Gaps Analysis.*	

Table A-2: Retain Action Plan (cont.)

Develop			
Goal	**Activities – Learning and Career Development**	**Timeline**	**Progress**
3.0 Invest in training and development opportunities at all levels of the organization.	3.1 Analyze and expand existing training and tie to career ladders/paths (i.e., technical, administrative, HR).	Ongoing	Ongoing
	3.2 Implement NNSA Mid-level Leadership Development Program for GS-12, 13, and 14 level employees.	FY2006	Complete Ongoing
	3.3 Revise and implement HR Skills Training for HR Consultants and Managers.	FY2006	Ongoing
	Activities – Knowledge Dynamics		
	3.4 Create and implement a KD culture initiative.	Ongoing	Ongoing
	3.4.1 Participate on the DOE Knowledge Management Working Group.	Ongoing	Ongoing
	3.4.2 Develop and deploy survey of KD initiatives.	Annually	Ongoing
	3.4.3 Develop KD initiative plan and disseminate to the field.	Q3FY2004	Complete
	3.4.4 Initiate KD benchmarking study of private sector and Federal Agency best practices including performance measures.	Q4FY2004	Complete
	3.4.5 Design pilot culture initiative, awards, rewards, performance measures, and recognition strategies.	Q2FY2005	Recognition and awards complete becoming part of NNSA performance plan

Table A-3: Develop Action Plan

Develop			
Goal	**Activities – Learning and Career Development**	**Timeline**	**Progress**
	3.4.6 Market/launch KD initiative throughout the organization until the entire organization is aware of the KD value proposition.	Q3FY2005	Ongoing
Outcome Measures			
Employee Development – Skills Gaps Reduction		**Results**	
Number of PMCDP Certification Review Board certified Federal Project Directors		Refer to *Section 3.0: Workforce Analysis and Appendix D: Critical Skill Gaps Analysi*s.	
Number of Procurement Professionals who have obtained Acquisition Certification		Refer to *Section 3.0: Workforce Analysis and Appendix D: Critical Skill Gaps Analysi*s.	
Number of qualified IT Federal Project Managers/Directors		Refer to *Section 3.0: Workforce Analysis and Appendix D: Critical Skill Gaps Analysi*s.	
80% enrolled in Technical Qualifications Program certified by the end of FY2007			

Table A-3: Develop Action Plan (cont.)

Transition			
Goal	**Activities – Learning and Career Development**	**Timeline**	**Progress**
4.0 Provide employees a unique blend of coaching, consulting, training, and other support to facilitate career change as smoothly as possible.	4.1 Continue providing career transition training, counseling, and other resources.	Ongoing	Ongoing
	4.2 Implement standard online exit interview survey.	Q1FY2007	Ongoing
Outcome Measures			
Transition		**Results**	
Number of FY2007 survey participants			

Table A-4: Transition Action Plan

Appendix B

NNSA Strategic Plan

Create a well-managed, inclusive, responsive, and accountable organization through the strategic management of human capital; enhanced cost-effective utilization of information technology; and greater integration of budget and performance data

PPBE

Procurement

CIO

Business Operations

Human Resources and Diversity and Outreach

PMA/OMB/ GAO

NNSA Budget/ FYNSP

Workforce Analysis and Planning

Goal1: Recruit

Goal 2: Retain

Goal 3: Develop

Goal 4: Transition

Actions and Milestones
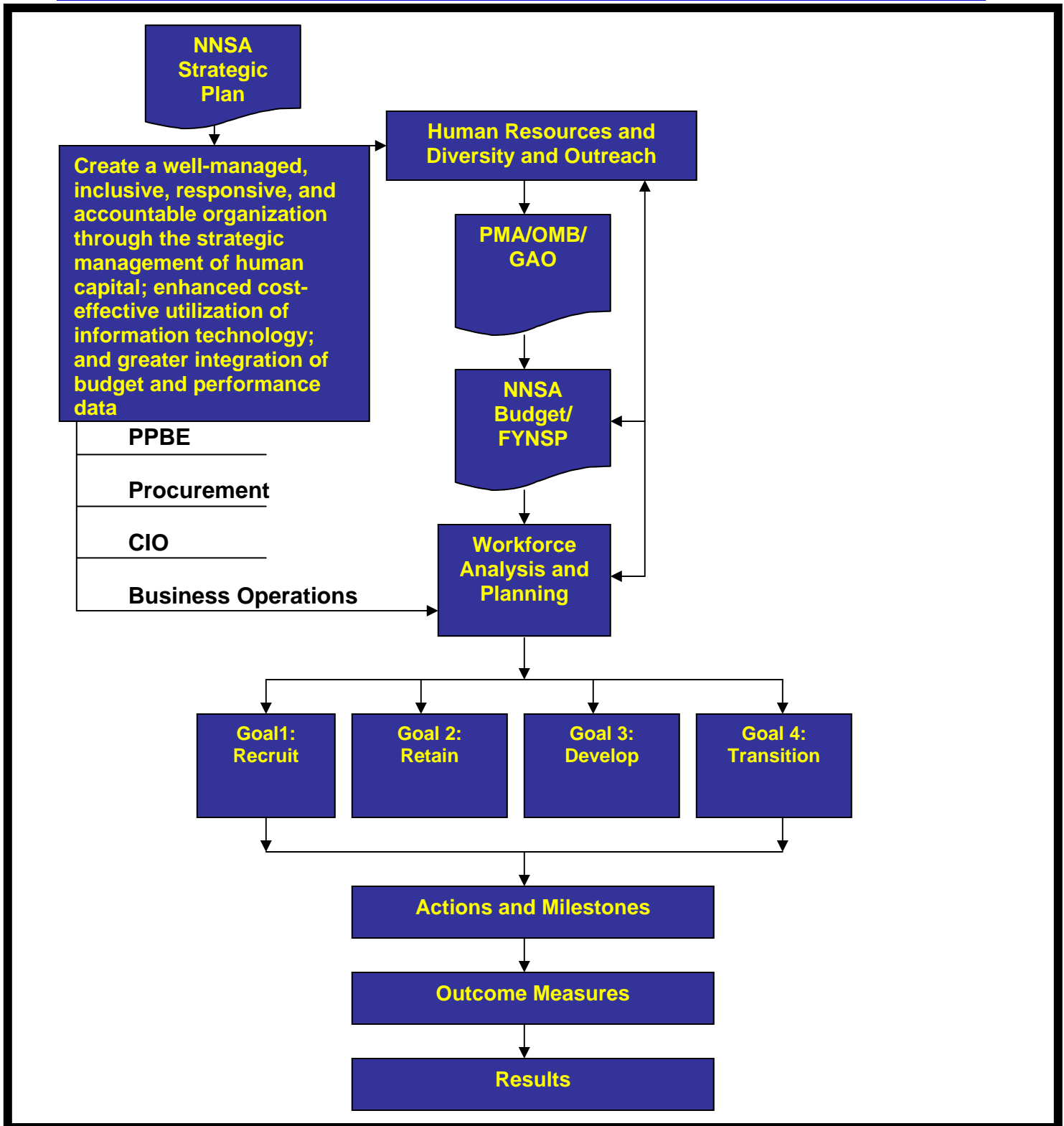
Outcome Measures

Results

Figure B-1: Human Capital Management Budget Cascade

Appendix B: Human Capital Management Budget Cascade

Explanation of Human Capital Management Budget Cascade

NNSA has integrated most planning and reporting documents with linkages to this Plan vis-a-vis staffing requirements and/or provision. *Figure B-1: Human Capital Management Budget Cascade*, demonstrates the cascading links from the NNSA Strategic Plan, to the Office of the Administrator Goal, Plans, Budgets, and Reports that drill down to accountability and results.

NNSA developed and issued the NNSA Planning, Programming, Budgeting, and Evaluation (PPBE) Process Business Operating Procedures (BOP) revision 2 to further institutionalize an annual NNSA Evaluation Process which complements the other phases of the PPBE process. The purpose is to ensure NNSA achieves and articulates results by establishing clear, concise, meaningful, and measurable performance baselines, and by conducting credible performance reviews against these baselines. The BOP is applicable to all NNSA Headquarters elements, addresses evaluation activities directly associated with PPBE, and does not attempt to address the numerous other technical and contractual reviews such as those associated with the management of capital assets (DOE O 413.3) or contractor performance evaluation plans (PEPs).

Each NNSA program is managed using long-term performance goals with annual targets that cascade seamlessly from the NNSA strategic plan, and also link to supporting milestones, deliverables, and the budgets for program performers. The NNSA program performance measures are the framework for resource allocation decisions made in the annual PPBE Programming and Budgeting Phases. Annually, the NNSA performance-planning-budgeting decisions are documented in the Program Decision Memorandum (PDM) and used to develop the budget requests during the Budgeting Phase. Program and financial performance for each measure is corporately monitored and assessed during Execution and the PPBE Evaluation Phase. The Budget and Reporting (B&R) categories for each Program are listed and linked to performance metrics. All direct and indirect costs to attain the performance results for the Program are reported in the B&R categories. The cost for the NNSA Federal employees is carried in a separate NNSA program direction account, as required by the Congress.

NNSA's budget includes five-year projections of ambitious annual targets leading towards a long-term endpoint target for each performance measure. The annual targets for the year of execution are locked after each year's appropriation is finalized. Progress for each target is evaluated and reported to the Department's Joule performance tracking data. In addition, the Administrator conducts annual reviews of each program to access performance results and to identify opportunities for acceleration, coordination, and corrections, if needed. Consolidated semi-annual status reports on all open action items are provided to the Administrator.

Program Plan(s) and Budget (FY08)

NNSA Program and Fiscal Guidance coupled with the Administrator's Strategic Planning Guidance and the Department's Secretarial Planning Guidance, provides a framework to

develop change proposals for consideration by the Administrator during the FY2008-2012 Programming process. The NNSA's FY2008-2012 Programming process provides each NNSA element the opportunity to rebalance their integrated baseline programs, and for the Administrator to review this updated program, and to develop, if appropriate, an alternative mix of NNSA activities within the bounds of the NNSA FYNSP. The process also provides a forum for consideration of new initiatives or unfounded requirements that exceed the FYNSP funding envelope.

For FY2008, Federal employment will reflect the targets and policies contained in "Staffing Targets and Hiring" memorandum from the Principal Deputy Administrator, dated February 8, 2006. Any proposed increases should be included as an identified part of an Unfunded Priority List item. If decided favorably during the Programming process, funding for additional personnel will be transferred from the organization for inclusion in the Program Direction portion of the Office of the Administrator account.

The HBCU research partnership program initiated by Congress FY2005 will be continued to target national security research opportunities to these institutions to increase participation in national security-related research to train and recruit HBCU graduates for employment within NNSA.

Reorganization(s) and Cost Savings

We continue to evaluate our business and organization and recently realigned the field management structure to allow the Office of Defense Programs to undertake critical planning and development work associated with fulfilling the Department's emerging Complex 2030 vision. Previous reengineering of the NNSA Federal staff resulted in 250 fewer positions at the consolidated Service Center than previously employed at the NNSA Operations Offices (Oakland, Nevada, and Albuquerque). This reduction in staff resulted in an annual payroll savings of over $25 million.

Appendix C

Appendix C: Future Leaders Program Case Studies

Introduction

A continuing influx of new talent is critical for both assuring the mission work continues and for bringing new ideas to the workplace. NNSA created and continues a well-funded and needs-driven program for hiring and placing college graduates into NNSA positions. This program, the FLP, graduated its first cadre in 2006. What follows are several short stories about the program written by the participants. They illustrate the importance NNSA imbues into this program and the respect the participants earn as they progress throughout the program.

Future Leaders Program Case Studies

Submitted by Robert Robb

I'm Robert Robb, part of the first '05 FLP class and stationed at my home office (Kansas City Site Office) at the Kansas City Plant. I am originally from California (CA) and I grew up mainly in Bakersfield, which is about 1.5 hours north of Los Angeles. I graduated from UC Davis (UCD) in December 2004. Davis is a small town about 10 miles west of Sacramento, which is only about 4 hrs north of Bakersfield. I received two B.S. degrees, Mechanical Engineering and Materials Science and Engineering as well as a minor in Music. I really loved playing in the Aggie Marching Band-uh! When I was in school and even served as Drum Major running practices and charting weekly shows. Unfortunately, I haven't touched my horn since moving out to Missouri. I also love playing sports (baseball, football, basketball, etc.) and finally joined some of the plant-wide leagues this year.

I originally applied for a position at the Livermore Site Office but got beat out by Ben and Quang. It turns out Ben and I had a class together at UCD several years ago so that's kind of funny. The positions available sounded interesting and the benefits (flexible schedule and a secure retirement are getting very hard to find in private industry) were so appealing that I must have called Jerry at least once a week from January through March of '05 asking if there was anything else available for me. It turned out that nobody was committing to Kansas City Site Office (KCSO), so in April '05 I flew out for a day to meet and greet and now here I am!

My girlfriend and I drove out to Kansas City (KC) over the course of a week taking in the sites at all the National Parks we could find along the way. We arrived 7/3 and the next day on the 4th we saw the greatest fireworks show we've ever seen! Midwesterners are serious about their fireworks. People can actually buy real fireworks here, the kind that shoot up into the sky like in the fireworks shows, so the entire night the sky is filled in all directions with fireworks. Then the city fireworks show starts, which by the way is choreographed to music, and it was much better than any show I had seen in California. It was such a great experience my mom and dad flew out to visit just a couple weeks ago and see what 4th of July in KC is like.

At first I was a little uncomfortable out here being so far from friends and family, but now that I've been here a year things are starting to settle in. Everyone is generally very friendly, especially at work, and we're starting to get to know more people. We went to garage sales for furniture and several people delivered to our apartment because we couldn't fit much in our little car. I feel I never would have seen that in California. It's still tough because nearly everyone in the KCSO is old enough they have kids or are near retirement and the contractor employees are friendly during work but I don't hang out with anyone off work time. The cost of living, mainly housing, is awesome out here and we were able to afford a very nice house. The house we bought would have easily cost 3x as much in Bakersfield, which is historically cheap in CA, and would have been probably 4-5x times as much anywhere near Livermore.

Specifically on the topic of work, my best experience was our first training session in Las Vegas. Yes, Las Vegas is nice, but that's not why it was so great. Jerry and Deborah got us all together and really made us feel like a new family. Our introductory training was entertaining, yet educational, and was a great start to our two years together. Over the past year there have been some small problems or confusing questions here and there but overall I think they have done an excellent job on this training program. They are always available to talk with and it's a friendly, open relationship. They always seem to have an answer to every question.

Something I disliked was the up-front communication between the program and the site office. My training in the FLP is geared towards being a Facility Representative, which I soon learned is no longer a KCSO position. KCSO wanted someone to join the Facilities/Construction group in Project Management. I'm not sure that was what I wanted to do and there were several months where I felt confused and that the two groups didn't communicate their needs to me when I first applied. But as you know, things change in the government. A combination of upcoming changes means that KCSO may no longer need to replenish its Facilities/Construction group. At the same time, I was on a work detail with the contractor's mechanisms department (basically stronglinks and ESDs) and now I'm on a detail with KCSO Quality. This is a much more comfortable arena being from a mechanical and materials background. So, as usual everything seems to work out for me. Right now I'm a little worried that being an Excepted Service EN employee means I can't apply for GS jobs, which seem to dominate the vacancies that come out over NNSACAST, but I'm sure there are ways to work around that keep me employed so I'm not freaking out. In the end we all know NNSA isn't going to spend all this money training us and then not have work for us.

There's still some possibility that I may not stay at KCSO after next year but I am much less worried about that now than before. Sure, it would be nice to eventually get closer to family again but it's just not as big of a deal now that we're getting comfortable here. I would like to stay here and I think there are some interesting work opportunities for me. Worst-case scenario is that nobody retires over the next year and KCSO can't take on more people (we're working to implement an oversight policy that requires fewer people). Then I would just have to use my contacts through FLP and next February's HQ rotation to find an office that wants me. I hope that doesn't happen because we have a home, my

girlfriend has a unique job she really enjoys, it's affordable and we're really settling into Missouri. But as you see the worst-case scenario is still pretty darn good.

As the next year unfolds I see 3 possibilities. First, I'll probably get into Quality in the KCSO. I helped with a W76 QAS 2 survey last week and felt like I really contributed even as a newcomer. Second, I could see getting into weapons programs here at KCSO but I haven't worked much with them yet so I want to see what that's like before passing judgment. Last, I still consider the possibility of ending up at another site. Facilities Project Management or ES&H are both interesting but they're not where my educational background lies. Eventually I think I would like to get into nonproliferation, specifically the technology side as opposed to the diplomatic side. I think the diplomatic side is important but I don't have any education in International Relations and I'd probably want to learn Russian. I could easily see myself going to one of the lab sites and doing oversight of nonproliferation technology. If I stay in KC we don't have much in the way of nonproliferation, so I'll have to use quality or weapons as a stepping stone to gain experience before moving on.

Submitted by Chrysta Szegedi

I was born a first generation American in Takoma Park and grew up in both Silver Spring and Dayton, MD. English is the common language spoken at home when both parents are present since my mother is from Nicaragua and my father is from Hungary. Because of my mother, I am fluent in Spanish, but, unfortunately, know very little Hungarian. When I'm not at work I enjoy dining with family and friends and riding my ATV with my dog. I also love to sing and dance; I don't have enough nerve to sing in public, but have no trouble dancing especially to Latin music. Since my parents are from different parts of the world, I love to travel; I have visited Nicaragua, Puerto Rico, and various countries in Europe.

Once out of high school, I went to Howard Community College intending to major in chemistry. While there, I accidentally enrolled into engineering physics and my professor encouraged me to change my major. Before transferring, I did change to chemical engineering and graduated in 2005 with a Bachelor of Science and major GPA of 3.42 from the University of Maryland College Park.

Since starting at NNSA, I have managed to smoothly integrate into the Office of Stockpile Assessments & Certification (NA-115) and become familiar with the Engineering Campaign (EC). In my duties as EC Technical Support, I assist in the preparation of important documents, presentations, and briefings. Examples of these documents include: the EC Program Plan, the EC Subprogram Implementation Plans (IPs), the EC Budget Narrative, the EC PART, the EC Quarterly Program Reviews (QPRs), and others.

All my experiences, thus far, have been positive. It's very encouraging to be part of NA-115 knowing how much the FLP is supported by NA-10. All my co-workers view me as a valuable contributor and not just a temporary intern. There is only one thing I would change and that is the FLP requiring all participants be Facility Representative qualified. If this were optional, it would allow those participants not in the field to focus more on integrating into their home offices.

My most vivid experience was on a brief assignment consolidating and providing input on the Office of Advanced Simulation & Computing Los Alamos Neutron Science Center (LANSCE) Report to Congress. To become more familiar with LANSCE, I accompanied Dr. Dimitri Kusnezov, the Office Director, on tours of several Los Alamos National Laboratory facilities, such as TA-3, TA-16, TA-53, TA-55, the Sigma Complex, the National Security Sciences Building, the Dual Axis Radiographic Hydro Test (DARHT) facility, the Proton Radiography facility and the Blue Room.

During my time at NNSA, I plan on attaining a Masters Degree to further my engineering education. In addition, I am also considering obtaining a MBA. I would like to rotate through various departments within NA-10 to increase my exposure to other aspects of Defense Programs. Before the end of my internship, I would like to have gained visibility and a secured position within NA-10.

Submitted by John Michele

A native Marylander, I grew up just south of Annapolis in Riva and attended South River High School in Edgewater. In May 2005, I received my bachelors of science in chemical engineering from the University of Maryland College Park. When not at work, I enjoy mountain biking, fishing, spending time with family and friends, and most anything that results in getting my hands greasy.

Before enrolling in the FLP, I had interned at a pesticide plant, a design consulting firm, and worked as a bicycle mechanic during college. After considering other career opportunities, I chose the NNSA FLP for several reasons. The first was it allowed me to live locally, but still travel on occasion. I was also attracted to the competitive salary and opportunity for development it offered.

Since entering the program, I have been integrated into NA-52 activities as well as fulfilling my FLP training requirements. Currently, I am involved in site support activities for the Facilities and Infrastructure Recapitalization Program (FIRP) at Los Alamos and Pantex. These include: Monthly Work Authorizations, Ten Year Site Plan (TYSP) reviews, processing of Level 1 Baseline Change Proposals (BCPs), maintaining project files, processing monthly reports, handling data calls, day-to-day site support activities and other Program Execution Plan (PEP) responsibilities. FIRP is also developing a web-based project-reporting database that I have been involved in since I started last summer. The travel and the people I work with are probably the most enjoyable part of my experience so far. The camaraderie the training trips build is excellent and it gives everyone in the program a contact they can turn to at every site. The only weakness I have noticed has been a lack of awareness and understanding by people not directly involved in the program. This seems to be improving as the program matures and the enrollment in the program increases. The "most vivid experience" I have had since joining the program was probably the training we received from Dr. Pfau during our orientation in Las Vegas.

In the future, I plan to complete my requirements for the FLP and move into a permanent position within the NNSA. To benefit my career, I would like to earn both my master's degree in Nuclear Engineering and my Masters in Business Administration.

Submitted by Dan Markley

I attended West Deptford High School in Southern New Jersey. My interest in business and competitive athletic drive yielded an acceptance to the University of Maryland's (UMD) Business School and the number one pole vault slot on the Varsity Men's' Track team. As graduation neared and job interviews began, many business career opportunities such as financial analyzing, advising, selling, and consulting all seemed to lack a certain key element that I couldn't quite identify. I didn't discover what all those great careers were missing until the NNSA began recruiting at the UMD.

I read that the NNSA is responsible for enhancing national security through the military application of nuclear energy. Slightly interested and mostly confused, I attended an information session and discovered a world of opportunity that exists nowhere else in the world. Helping to advance the security of my country and, in turn, that of my family and friends was the exciting key element that I didn't even know I desired. I was pleased to realize that work would never get old with programs like Direct Stockpile Warheads, Global Threat Reduction Initiative, Nuclear Emergency Response, and Naval Reactors.

After only one year as a FLP Participant, I have seen and done things that most Americans will never have the opportunity to know. Whether I am helping to formulate a multi-billion dollar budget, negotiate a peace treaty, or assess the latest intelligence report, each day brings a new exciting twist to an ever changing and fluid work environment. While I enjoy this fast paced and changing work environment, some of my colleagues are able to enjoy a more structured and methodical daily routine. Fortunately, the NNSA provides flexibility and opportunity for all types of personalities.

My two-month rotation from Washington, DC to the Lawrence Livermore National Laboratory in California was truly unforgettable. Not only did I tour the fastest computer centers in the world and see the most sophisticated machinery ever built, I had the opportunity to help some of the brightest minds in the world with their hands-on projects. Having thus far experienced only a small part of what the NNSA has to offer, I am not sure where I may end up in the future. Each new office rotation continues to impresses me with interesting projects and remarkable people. As for the near future following the FLP, I hope to work with the Defense Nuclear Nonproliferation team. However, one great advantage of the NNSA is that there are a plethora of different offices that I would be honored to support and eventually lead.

Submitted by A Kaniho

I grew up in the unique and multi-cultural city of Albuquerque. This authentic Southwest town is the largest city within the state of New Mexico and offers a friendly atmosphere along with a variety of activities.

I graduated from the University of New Mexico (UNM) in 2004 with a Bachelors of Science Degree. By no means was this an easy task to fulfill, but with the support of my family and friends, joining a study group, and working hard I successfully completed this challenge. Throughout school I understood studying was extremely important; however, I realized it was also eminent to balance my time by joining student organizations and participating in volunteer work. I was a member of the American Society of Mechanical Engineers, Society of Women Engineers, and Collegiate Kiwanis. These organizations not only allowed me the chance to network with other students and professionals, but also presented me the opportunity to give back to the community.

Upon graduation from UNM, I was excited and eager to begin my career as an engineer. The NNSA FLP provides a competitive salary and a variety of benefits, which include: student loan repayment, recruitment bonus, Thrift Savings Plan, and Alternate Work Schedule, to name a few. But more importantly, the FLP offered me the chance of a challenging job and opportunity for growth.

Within the past year, I have participated in a variety of activities within my home office, the Nuclear Explosive Safety Division (NESD). I regularly participate in on-going activities at various facilities in order to observe Nuclear Explosive Safety Studies (NESS). NESSs are required for ensuring nuclear explosive operations controls are adequate for meeting specific standards. Within NESD I will be required to become a certified Nuclear Explosive Safety Chair, in which I will lead NESS teams. My involvement with these activities has provided me with many skills and knowledge that will definitely help me as I work toward completing my qualification standards. I have sincerely enjoyed all of these exercises, tours, and training courses as I view them as a chance to further my knowledge.

As a requirement of the FLP, I have completed my 30-day rotation with NA-122.5, Office of Nuclear Weapon Stockpile. During this rotation, I worked closely with a B61 Program Engineer. The B61 was undergoing a Seamless Safety for the 21st Century (SS-21) Nuclear Explosive Safety Study. The SS-21 is a process that integrates the weapon, facility, tooling, operating procedures, and personnel to form a safe, efficient and effective operating environment. Again, safety plays a key role in job responsibilities and functions within the NNSA. I feel this rotation provided me with an invaluable perspective relating to NESSs. As I work toward becoming certified as a NESS chair, I can take with me the experience and knowledge I learned while working on a NESS as a Project Team member.

I have also taken on the responsibility of Program Manager for the Asian Pacific American Program at the NNSA Service Center. Our vision is to recognize, maximize and promote the value of diversity in the NNSA Service Center workforce and in our local community,

affording all individuals the opportunity to be fully productive team members in accomplishing the Department's missions.

Some of APAPs activities include Diversity Day, Future Leaders Program Recruitment, Christmas Caroling, and participate as a judge during science fairs. I am active in my role as Program Manager by holding monthly site meetings as well as attending Federal Asian Pacific American Council meetings. I am also part of the Diversity Advisory Committee within APAP. Our role is to incorporate new goals and objectives into the 2006 Operational Plan. My role as program manager has again provided me the ability to give back to the community, and I continue to look forward to upcoming events APAP has planned for the remainder of the FY.

The entire FLP experience has definitely met my expectations, and I am performing duties and participating in events I never imagined! My involvement in these different activities has been beneficial to my development as an engineer and as a future leader.

Upon completion of the FLP I hope to continue working in the Nuclear Explosive Safety Division. I have learned a great deal and am looking forward to utilizing all of the skills and knowledge I have been taught during the 2-year Program. Additionally, I would like to continue my education by obtaining a Masters Degree. In the future, I would love to combine my new skills from NESD and a Masters Degree to further my career here at the NNSA as a potential leader!

Appendix D

Date: August 22, 2006

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

		Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	FY2007 Gap Closure Goal 1st Qtr (coincides with PTB IV)	2nd Qtr	3rd Qtr
Critical Skill	**by Series**						
Project Management		68	60	8	2	3	3
Level 1	00801, 01301	10	10	0	0	0	0
Level 2	00084, 00801, 00850, 01301, 01310	25	21	4	1	1	2
Level 3	00801	27	23	4	1	2	1
Level 4	00801, 01301	6	6	0	0	0	0
Contract Management		113	99	14	4	4	6
Level 1	1102	1	1	0	0	0	0
Level 2	00301, 01102	17	17	0	0	0	0
Level 3	00201, 00301, 00340, 00343, 01102, 01301	95	81	14	4	4	6
Financial Assistance		N/A	N/A	N/A	0	0	N/A
IT Management		13	15	0	0	0	0
Level 1		2	4	0	0	0	0
Level 2		7	7	0	0	0	0
Level 3		4	4	0	0	0	0
Technical Qualifications Program		489	333	156	32	34	70
Facility Representative		75	52	23	0	3	20

Appendix D: Critical Skill Gaps Analysis

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

					FY2007		
					Gap Closure Goal		
					1st Qtr	2nd Qtr	3rd Qtr
Critical Skill	by Series	Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	(coincides with PTB IV)		
00301	Misc. Administration and Program	1	1	0	0	0	0
00028	Environmental Protection Specialist	1	0	1	0	0	1
00801	General Engineering	59	46	13	0	3	10
00840	Nuclear Engineering	1	0	1	0	0	1
01301	General Physical Science	13	5	8	0	0	8
Critical Skills Identified for your Program (includes certifications above)							
	Directors and Program Management	153	148	5	2	3	0
00080	Security Administration	3	3	0	0	0	0
00130	Foreign Affairs	2	2	0	0	0	0
00201	Human Resource Specialist	1	1	0	0	0	0
00301	Miscellaneous Administration and Program	26	23	3	1	2	0
00340	Program Management	72	72	0	0	0	0
00343	Management and Program Analysis	3	3	0	0	0	0
00501	Financial Management Specialist	1	1	0	0	0	0

Date: August 22, 2006

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

Critical Skill	by Series	Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	FY2007 Gap Closure Goal 1st Qtr (coincides with PTB IV)	2nd Qtr	3rd Qtr
00801	General Engineering	18	16	2	1	1	0
00840	Nuclear Engineering	18	18	0	0	0	0
00905	General Attorney	2	2	0	0	0	0
01102	Contracting	1	1	0	0	0	0
01301	General Physical Science	5	5	0	0	0	0
01310	Physics	1	1	0	0	0	0
	Emergency Management	**79**	**79**	**0**	**0**	**0**	**0**
00301	Misc. Administration and Program	62	62	0	0	0	0
00801	General Engineering	9	9	0	0	0	0
00840	Nuclear Engineering	3	3	0	0	0	0
01301	General Physical Science	5	5	0	0	0	0
	Foreign Affairs and Intelligence	**117**	**115**	**2**	**1**	**1**	**0**
00130	Foreign Affairs	108	106	2	1	1	0
00132	International Relations	8	8	0	0	0	0
00301	Misc. Administration and Program	1	1	0	0	0	0
	Information Technology	**54**	**49**	**5**	**0**	**3**	**2**

Date: August 22, 2006

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

Critical Skill	by Series	Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	FY2007 Gap Closure Goal 1st Qtr (coincides with PTB IV)	2nd Qtr	3rd Qtr
00301	Misc. Administration and Program	2	2	0	0	0	0
00510	Accounting	1	1	0	0	0	0
00854	Computer Engineering	10	9	1	0	1	0
01550	Computer Science	3	2	1	0	0	0
02210	Information Technology	38	35	3	0	2	2
	Procurement	**99**	**96**	**3**	**0**	**0**	**3**
00301	Misc. Administration and Program	2	2	0	0	0	0
00343	Management and Program Analysis	3	3	0	0	0	0
01102	Contracting	89	86	3	0	0	3
01105	Purchasing	3	3	0	0	0	0
01301	General Physical Science	2	2	0	0	0	0
	Security	**194**	**192**	**2**	**0**	**2**	**0**
00018	Safety and Occup. Health Mgmnt	1	1	0	0	0	0
00080	Security Administration	128	126	2	0	2	0
00086	Security Clerical and Assistance	5	5	0	0	0	0
00301	Misc. Administration and	3	3	0	0	0	0

Date: August 22, 2006

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

Critical Skill	by Series	Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	FY2007 Gap Closure Goal 1st Qtr (coincides with PTB IV)	2nd Qtr	3rd Qtr
	Program						
00343	Management and Program Analysis	5	5	0	0	0	0
00801	General Engineering	23	23	0	0	0	0
00850	Electrical Engineering	1	1	0	0	0	0
00854	Computer Engineering	2	2	0	0	0	0
01301	General Physical Science	11	11	0	0	0	0
02210	Information Technology Management	15	15	0	0	0	0
	Science and Engineering	**413**	**362**	**51**	**17**	**16**	**18**
00801	General Engineering	255	227	28	8	10	10
00810	Civil Engineering	4	4	0	0	0	0
00830	Mechanical Engineering	1	1	0	0	0	0
00840	Nuclear Engineering	85	78	7	2	2	3
00850	Electrical Engineering	2	1	1	1	0	0
00855	Electronics Engineering	1	0	1	1	0	0
01301	General Physical Science	59	46	13	4	4	5
01310	Physics	6	5	1	1	0	0
	Safety and Health	**354**	**349**	**5**	**0**	**0**	**5**

Appendix D: Critical Skill Gaps Analysis

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

Critical Skill	by Series	Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	FY2007 Gap Closure Goal 1st Qtr	2nd Qtr	3rd Qtr
					(coincides with PTB IV)		
00018	Safety and Occup. Health Mgmnt	16	15	1	0	0	1
00028	Environmental Protection Specialist	7	7	0	0	0	0
00343	Program/Management Analyst	1	1	0	0	0	0
00401	General Biological Science	4	3	1	0	0	1
00671	Health System Specialist	1	1	0	0	0	0
00690	Industrial Hygienist	8	7	1	0	0	1
00801	General Engineering	199	199	0	0	0	0
00803	Safety Engineering	4	4	0	0	0	0
00804	Fire Protection Engineering	7	6	1	0	0	1
00819	Environmental Engineering	5	4	1	0	0	1
00840	Nuclear Engineering	24	22	2	0	0	2
00850	Electrical Engineering	2	2	0	0	0	0
01301	General Physical Science	66	68	-2	0	0	0
01306	Health Physics	9	9	0	0	0	0
01310	Physics	1	1	0	0	0	0

Date: August 22, 2006

CRITICAL SKILL GAPS ANALYSIS
Organization Name: NNSA

Critical Skill	by Series	Projected Number of Positions Needing this Skill (d)	Current Number of Positions Having this Skill (thru 4th Quarter) (e)	Identified Gap (d-e)	FY2007 Gap Closure Goal 1st Qtr (coincides with PTB IV)	2nd Qtr	3rd Qtr
	Quality Assurance	46	38	8	4	4	0
00801	General Engineering	19	15	4	2	2	0
01301	General Physical Science	10	7	3	1	2	0
01910	Quality Assurance	17	16	1	1	0	0
NNSA Total		1509	1428	81	24	29	28

Table D-1: Critical Skill Gaps Analysis

Appendix E

Employee

Employee Determines Desired Career Path	• Receive career counseling; speak with supervisor • Check out relevant qualification standards for entrance into job series • Talk to others in the career series
Determine Qualifications For Entry Into Series	• Get more job information from the OPM websites, from other on-line career web sites, or from an NNSA Career Development Specialist
Determine Plan For Meeting Qualifications	• Consult OPM websites, and an NNSA Career Development Specialist
Acquire Job Qualifications	• As applicable, through combinations of training, education, details, or formal career development programs, like upward mobility
Apply For Position In Career Path For Which Qualified	• Self explanatory

Point of Merger:
Employee Career Opportunities

Management Need

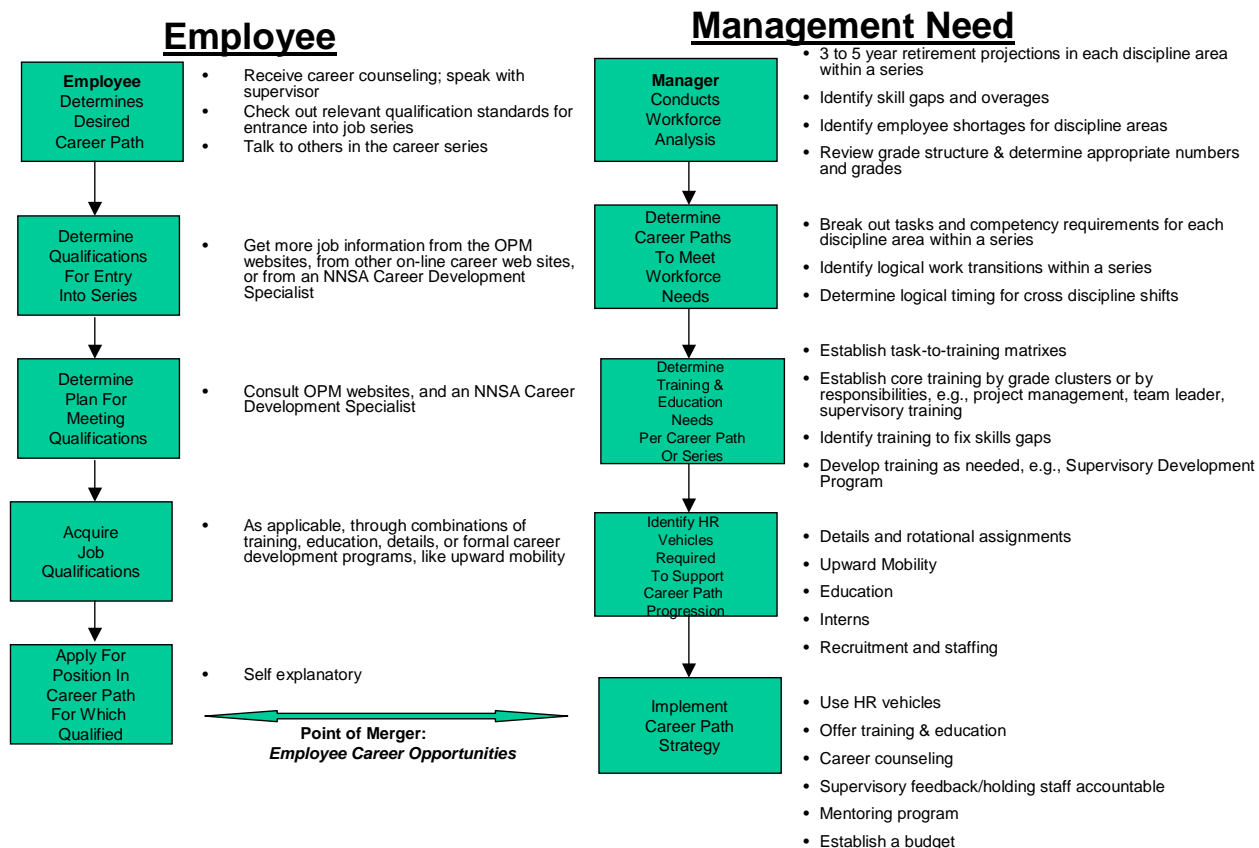| Manager Conducts Workforce Analysis	• 3 to 5 year retirement projections in each discipline area within a series • Identify skill gaps and overages • Identify employee shortages for discipline areas • Review grade structure & determine appropriate numbers and grades
Determine Career Paths To Meet Workforce Needs	• Break out tasks and competency requirements for each discipline area within a series • Identify logical work transitions within a series • Determine logical timing for cross discipline shifts
Determine Training & Education Needs Per Career Path Or Series	• Establish task-to-training matrixes • Establish core training by grade clusters or by responsibilities, e.g., project management, team leader, supervisory training • Identify training to fix skills gaps • Develop training as needed, e.g., Supervisory Development Program
Identify HR Vehicles Required To Support Career Path Progression	• Details and rotational assignments • Upward Mobility • Education • Interns • Recruitment and staffing
Implement Career Path Strategy	• Use HR vehicles • Offer training & education • Career counseling • Supervisory feedback/holding staff accountable • Mentoring program • Establish a budget

Figure E-1: Employee – Corporate Career Planning Model

http://www.nnsa.doe.gov